

**GREATER ORLANDO AVIATION AUTHORITY
AGENDA**

DATE: AUGUST 18, 2021

DAY: WEDNESDAY

TIME: 2:00 P.M.

PLACE: CARL T. LANGFORD BOARD ROOM, ORLANDO INTERNATIONAL AIRPORT, ONE JEFF FUQUA BOULEVARD

The Aviation Authority is subject to federal mask mandates. Federal law requires wearing a mask at all times in and on the airport property. Failure to comply may result in removal and denial of re-entry. Refusing to wear a mask in or on the airport property is a violation of federal law; individuals may be subject to penalties under federal law.

Currently, seating inside the Board Room is limited to 25 and lobby seating is limited to 10 seats. Attendance is on a first-come, first-served basis. No standing in the lobby will be permitted.

Individuals who wish to speak at the Board meeting on an item being considered on the agenda will be asked to fill out a speaker request card. GOAA live streams the meeting over Orange TV and its own You Tube channel (OrlandoAirports) so that the public can monitor the proceedings. The meeting can also be streamed through the GOAA website, www.OrlandoAirports.net.

I. CALL TO ORDER

II. INVOCATION

III. PLEDGE OF ALLEGIANCE

IV. ROLL CALL

V. CONSIDERATION OF AVIATION AUTHORITY MINUTES FOR JULY 21, 2021

VI. RECOGNIZING YEARS OF SERVICE

VII. CONSENT AGENDA

(These items are considered routine and will be acted upon by the Aviation Authority in one motion. If discussion is requested on an item, it will be considered separately. Items under this section are less than \$325,000 dollars)

- A. Recommendation to Accept Committee Minutes
- B. Recommendation to Dispose of Surplus Property
- C. Recommendation of the Construction Committee to Approve Amendment No. 5 to Addendum No. 10 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction, for Project Bid Package (BP) No. S00154, South Terminal C, Phase 1, Fueling System (Guaranteed Maximum Price (GMP) No. 11-S) at the Orlando International Airport
- D. Recommendation of the Construction Committee to Approve Amendment No. 2 to Addendum No. 27 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for Project Bid Package (BP) No. S00180, South Terminal C, Phase 1, Landside Experiential Media Environment (EME) (Guaranteed Maximum Price (GMP) No. 7-S.4) at the Orlando International Airport
- E. Recommendation of the Construction Committee to Approve Amendment No. 3 to Addendum No. 28 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for Project Bid Package (BP) No. S00181, South Terminal C, Phase 1, Ground Transportation Facility (GTF) (Guaranteed Maximum Price (GMP) No. 8-S.1) at the Orlando International Airport
- F. Recommendation of the Construction Committee to Approve Amendment No. 3 to Addendum No. 11 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for Project Bid Package (BP) No. S00141, South Terminal C, Phase 1, Landside Conveying Equipment (Guaranteed Maximum Price (GMP) No. 5-S.4) at the Orlando International Airport
- G. Recommendation of the Construction Committee to Approve Amendment No. 4 to Addendum No. 24 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for Project Bid Package (BP) No. S00148, South Terminal C, Phase 1, Landside Terminal Finishes (Guaranteed Maximum Price (GMP) No. 7-S.2) at the Orlando International Airport

NOTE: Any person who desires to appeal any decision made at these meetings will need record of the proceedings and for that purpose may need to ensure that a verbatim record of the proceedings is made which includes the testimony and evidence upon which the appeal is to be based.

VII. CONSENT AGENDA (con't)

- H. Recommendation of the Construction Committee to Approve No-Cost Addenda to the Continuing Architectural Consulting Services Agreements to Exercise the First One-Year Renewal Options
- I. Recommendation of the Professional Services Committee to (1) Rank Firms Shortlisted for Stormwater Drainage Atlas Update Consulting Services at the Orlando International Airport and (2) Award a Professional Services Agreement for Stormwater Drainage Atlas Update Consulting Services at the Orlando International Airport, to Kimley-Horn and Associates, Inc
- J. Recommendation of the Concessions Procurement Committee to Approve Amendment No. 7, Contract Extension for Purchasing Contract 19-14, Travel and Support Services with AAA Club Alliance, Inc. d/b/a AAA Corporate Travel Services
- K. Recommendation to Confirm Appointment to the Construction Committee (Organizational Policy 120.02)
- L. Recommendation to Approve Corrected Aviation Authority Board Date of December 15, 2021
- M. Recommendation for Approval of an Amendment to the Fiscal Year 2021 Aviation Authority Budget and, if necessary, the Fiscal Year 2022 proposed Aviation Authority Budget
- N. Recommendation to Approve the Memorandum of Understanding with the Transportation Security Administration (TSA) for Transportation Security Equipment and Services regarding the Baggage Handling System Automated Screening Lanes
- O. Recommendation for Approval of the Rates and Charges for Orlando Executive Airport

VIII. CHIEF EXECUTIVE OFFICER'S REPORT

IX. NEW BUSINESS

(Pursuant to Florida Statute 332.0075, contracts in excess of \$325,000 are listed under this section as separate line items)

- A. Recommendation of the Construction Committee to Approve Amendment No. 12 to Addendum No. 8 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction, for Project Bid Package (BP) No. S00143, South Terminal C, Phase 1, Airside Terminal, Structure and Enclosure (Guaranteed Maximum Price (GMP) No. 6-S.1) at the Orlando International Airport
- B. Recommendation of the Construction Committee to Approve Amendment No. 4 to Addendum No. 19 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for Project Bid Package (BP) No. S00147, South Terminal C, Phase 1 Landside Terminal, Remaining Structure and Systems (Guaranteed Maximum Price (GMP) No. 7-S.1) at the Orlando International Airport
- C. Recommendation of the Construction Committee to Approve Amendment No. 14 to Addendum No. 16 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction, for Project Bid Package (BP) No. S00168, South Terminal C, Phase 1, Airside Terminal Interiors, Finishes and Specialties (Guaranteed Maximum Price (GMP) No. 6-S.4) at the Orlando International Airport
- D. Recommendation of the Construction Committee to Approve Amendment No. 5 to Addendum No. 20 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for Project Bid Package (BP) No. S00173, South Terminal C, Phase 1, Landside Terminal Mechanical/ Electrical/Plumbing (MEP) Systems – Florida Department of Transportation (FDOT) (Guaranteed Maximum Price (GMP) No. 7-S.3) at the Orlando International Airport
- E. Recommendation of the Construction Committee to Approve a Job Order Construction Services Addendum to the Continuing Horizontal Construction Services Agreement with Carr & Collier, Inc. for Project H-00341, Checkpoint Alpha Refurbishment, at the Orlando International Airport
- F. Recommendation of the Construction Committee to Approve an Addendum to the Program and Project Management Services for South Terminal C, Phase 1, Agreement with Kraus-Manning, Inc. for Fiscal Year (FY) 2022 Construction Phase Owner's Authorized Representative (OAR) Construction Management Support and Cost Estimating Services for W-S00111, South Terminal C, Phase 1 – Program and Project Management Services (OAR), at the Orlando International Airport
- G. Recommendation of the Construction Committee to Approve of an Addendum to the Technology and Multi-Media Systems Specialty Engineer for the South Terminal C, Phase 1, Agreement with Burns Engineering, Inc. for Fiscal Year (FY) 2022 Construction Administration Services for W-S00113, South Terminal C, Phase 1 - Technology and Multi-Media Services, at the Orlando International Airport
- H. Recommendation of the Construction Committee to Approve (1) the Change in the Method of Procurement of Furnishings, Fixtures and Equipment (FF&E) Items; and (2) the Purchase of FF&E Items utilizing Contingency Funds from W-S00145, South Terminal C, Phase 1, Owner-Furnished FF&E and Information Technology (IT) Items in support of the South Terminal C, Phase 1, Program, at the Orlando International Airport
- I. Recommendation of the Concessions/Procurement Committee to Award Purchasing Contract 10-22, Trash Removal Services at Orlando International Airport to Republic Services of Florida, LP

IX. NEW BUSINESS (con't)

- J. Recommendation of the Concessions/Procurement Committee to Issue Purchase Orders to Various Landfill Facilities to Pay Fees associated with Trash Removal Services Contract 10-22
- K. Recommendation of the Concessions/Procurement Committee to Award Invitation For Bid (IFB) 93280-21, Boarding Passes and Baggage Tags to Print-O-Tape, Inc.
- L. Recommendation of the Concessions/Procurement Committee to Award Invitation for Bid (IFB) 01-22, Tile, Marble and Limestone Repair and Replacement Services, at the Orlando International Airport, to Designers West Interiors Inc.
- M. Recommendation of the Concessions/Procurement Committee to Award Purchasing Single Source 22-21, York Chiller Maintenance Services, at the Orlando International Airport, to Johnson Controls, Inc.
- N. Recommendation of the Concessions/Procurement Committee to Award Purchasing Single Source 21-21, Daikin/McQuay Chiller Maintenance Services, at the Orlando International Airport, to Daikin Applied Americas, Inc.
- O. Recommendation of the Concessions/Procurement Committee to Award Purchasing Single Source 23-21, Russelectric Electrical Switchgear Equipment Testing, and Maintenance Services, at the Orlando International Airport, to Siemens Industry, Inc.d/b/a Russelectric, A Siemens Business (Russelectric)
- P. Recommendation of the Professional Services Committee to Approve Multiple Addenda to the Information Technology (IT) Consulting Services Agreement with Barich, Inc.
- Q. Recommendation of the Professional Services Committee to Approve Multiple Amendments to the Information Technology Consulting Services Agreement with Faith Group Consulting, LLC
- R. Recommendation to Authorize Funding for Non-Bargaining and Bargaining Unit Compensation Adjustments and Approve Revised Salary Structures
- S. Recommendation to Approve the Concessions/Procurement Committee Ranking of Proposals and Award of STC Passenger Lounge Concession Agreement, at Orlando International Airport, to Trip Hospitality Orlando LLC
- T. Recommendation of the Capital Management Committee to Update the Fiscal Year 2021-2027 Capital Improvement Program for Orlando International Airport
- U. Recommendation of the Capital Management Committee to Update the Fiscal Year 2021-2027 Capital Improvement Program for Orlando Executive Airport
- V. Recommendation for Preliminary Approval of Fiscal Year 2022 Aviation Authority Budget

XI. INFORMATION SECTION

(No action is required on the item(s). Board members should feel free to ask questions on the item(s).)

- A. Notification of Committee Recommendations to the Chief Executive Officer for Approval for July 21, 2021, Aviation Authority Board Meeting
- B. Notification of Release of RFP/RFB/RFQ'S
- C. Update and Additional Information on the Utilization of Federal Funding to Defease Multiple Series of Outstanding Bonds
- D. Notification of the Professional Services Committee's Approval of the Lists of Pre-Qualified Subcontractors/Suppliers for Major Trade Packages for the South Terminal C, Phase 1, Program, at the Orlando International Airport
- E. Construction Progress Report

For individuals who conduct lobbying activities with Aviation Authority employees or Board members, registration with the Aviation Authority is required each year prior to conducting any lobbying activities. A statement of expenditures incurred in connection with those lobbying instances should also be filed prior to April 1 of each year for the preceding year. Lobbying any Aviation Authority Staff who are members of any committee responsible for ranking Proposals, Letters of Interest, Statements of Qualifications or Bids and thereafter forwarding those recommendations to the Board and/or Board Members is prohibited from the time that a Request for Proposals, Request for Letters of Interests, Request for Qualifications or Request for Bids is released to the time that the Board makes an award. The lobbyist shall file a Notice of Lobbying (Form 4) detailing each instance of lobbying to the Aviation Authority within 7 calendar days of such lobbying. Lobbyists will also provide a notice to the Aviation Authority when meeting with the Mayor of the City of Orlando or the Mayor of Orange County at their offices. The policy, forms, and instructions are available on the Aviation Authority's offices web site. Please contact the Chief Administrative Officer with questions at (407) 825-7105.

On **WEDNESDAY, JULY 21, 2021**, the **GREATER ORLANDO AVIATION AUTHORITY** met in regular session in the Carl T. Langford Board Room of the Aviation Authority offices in the main terminal building at the Orlando International Airport (OIA), One Jeff Fuqua Boulevard, Orlando, Florida. Chairman Good called the meeting to order at 2:01 p.m. The meeting was posted in accordance with Florida Statutes and a quorum was present. *[Live Streaming from Orlando, FL]*

Authority members present,

M. Carson Good, Chairman
Mayor Buddy Dyer, Vice Chair
Mayor Jerry Demings, Treasurer
Craig Mateer
Dr. John L. Evans, Jr.
Tim Weisheyer

Also present,

Phillip N. Brown, Chief Executive Officer and
Secretary
Kathleen Sharman, Chief Financial Officer
Yovannie Rodriguez, Chief Administrative Officer
Thomas W. Draper, Chief of Operations
Carolyn Fennell, Senior Director of Public
Affairs
Davin Ruohomaki, Senior Director of Construction
and Engineering
Dan Gerber, Interim General Counsel
Anna Farmer, Executive Assistant to the CEO and
Recording Secretary

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Before the meeting began, Chairman Good asked Father Bob Susann to bring the invocation.

APPROVAL OF MINUTES

1. Upon motion by Mayor Demings, second by Mr. Weisheyer, vote carried to accept the minutes from June 16, 2021 as written.

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Before proceeding with business, Mr. Gerber asked the Board to report any conflicts of interest or violations of the Aviation Authority's Code of Ethics and Business Conduct; lobbying activities policy; or the Florida Sunshine Law with regard to any agenda item. None were expressed by any Board member.

RECOGNIZING YEARS OF SERVICE

2. Mr. Brown recognized Mr. Troy Stone, Supervisor of Electronics with the Maintenance Department, for providing 20 years of excellent service to the Aviation Authority.

CONSENT AGENDA

3. Items L and M were considered separately. Upon motion by Mayor Dyer, second by Mayor Demings, vote carried to adopt a resolution as follows: It is hereby resolved by the Greater Orlando Aviation Authority Board that the following Consent Agenda items are approved, accepted, and adopted and execution of all necessary documents is authorized by the Aviation Authority's Officers or Chief Executive Officer:

A. accept for filing the following minutes: May 3, June 1, and June 14, 2021, Concessions/Procurement Committee; December 8, December 15, December 22, 2020 and May 25, June 1, June 8, June 15, June 22, and June 29, 2021, Construction Committee; September 25, September 29, October 6, October 8, October 27, and December 16, 2020 and April 27 (2 sets), and June 22, 2021, Professional Services Committee; May 7, 2021, MCO Art Committee; May 25, June 8, June 17, June 22, and June 23, 2021, Design Review Committee;

B. accept the recommendation to: (1) find the property listed in this memorandum no longer necessary, useful, or profitable in the operation of the Airport System; (2) request Orlando City Council concurrence and resolution of this finding; and (3) authorize staff to dispose of this property in accordance with the Aviation Authority's Policies and Procedures;

C. accept the recommendation of the Construction Committee to: (1) approve Amendment No. 5 to Addendum No. 21 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture for BP No. S00176, South Terminal C, Phase 1, Site Logistics Relocation (GMP No. 18-S) at the Orlando International Airport, for a total negotiated deductive GMP Amendment amount of (\$82,375.51), which includes a deductive amount of (\$78,440.51) for Owner Contingency, a deductive amount of (\$606) for Performance and Payment Bonds, and a deductive amount of (\$3,329) for the CM@R's Fee (4.211%), resulting in a revised GMP amount of \$45,256,097.49, with funding credited to Customer Facility Charges to the extent eligible, General Airport Revenue Bonds and Aviation Authority Funds and (2) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel [**FILED DOCUMENTARY NO. 101111**];

D. accept the recommendation of the Construction Committee to: (1) approve Amendment No. 4 to Addendum No. 19 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction for BP No. S00179, South Terminal C, Phase 1, Airside Concourse (GMP No. 6-S.6) at the Orlando International Airport, for a total negotiated deductive GMP Amendment amount of (\$1,036,131), which includes a deductive amount of (\$467,724) for Allowances, a deductive amount of (\$423,132) for CM@R Contingency, a deductive amount of (\$79,894) for Owner

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Contingency, a deductive amount of (\$6,835) for Performance and Payment Bonds, and a deductive amount of (\$58,546) for the CM@R's Fee (6.031%), resulting in a revised total GMP amount of \$21,531,672, with funding credited to Passenger Facility Charges to the extent eligible and General Airport Revenue Bonds and (2) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel **[FILED DOCUMENTARY NO. 101112]**;

E. accept the recommendation to: (1) approve the modification to the premises for the STC Retail Package 2 Concession; and (2) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel **[FILED DOCUMENTARY NO. 101113]**;

F. accept the recommendation of the Ground Transportation Committee to amend the Ground Transportation Rules and Regulations at Orlando International Airport to become effective July 21, 2021;

G. accept the recommendation to: (1) approve an extension to the Valet Service and Remote Check-In Concession Agreement with Baggage Airline Guest Services, Inc. for a period up to six (6) months through January 31, 2022 and (2) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents, following satisfactory review by legal counsel **[FILED DOCUMENTARY NO. 101114]**;

H. accept the recommendation of the Concessions/Procurement Committee to: (1) approve Amendment No. 2, Second Renewal Option for Purchasing Contract 14-17, Smoke / Fire and Overhead Door Maintenance and Repair with Arbon Equipment Corporation; (2) authorize funding in the not-to-exceed amount of \$173,295.20 from the Operations and Maintenance Fund; and (3) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel **[FILED DOCUMENTARY NO. 101115]**;

I. accept the recommendation to approve: (1) the reappointment of Allyn Maycumber, the Orange County east of Goldenrod Road representative with a term expiring on April 4, 2025 and (2) the appointment of John Hermann, in the unincorporated noise-impacted area of Orange County category with a term expiring on April 2, 2022;

J. accept the recommended change to Organizational Policy, Section 120.02, Construction Committee, voting membership and confirm the appointment of the Director of Information Technology as a voting member;

K. accept the recommended changes to Organizational Policies, Section 120.081, Investment Policy for the Defined Benefit Retirement Plan; Section 120.082, Investment Policy for the Defined Contribution Retirement Plan; Section 120.083, Investment Policy for the Other Post-Employment Benefits Trust; and Section 120.084, Investment Policy for the Deferred Compensation Retirement Plan;

N. accept the recommended changes to Confirm Appointments to the Concessions/Procurement Committee (Organizational Policy 120.01) to include the appointment of the Chief Administrative Officer as the Vice Chair and the Senior Director of Marketing as a voting member effective August 2, 2021.

O. accept the recommendation to approve the recommendation for establishment of an ad hoc committee to evaluate and shortlist Executive Search Consultants.

RECOMMENDATION OF THE CHIEF EXECUTIVE OFFICER TO NOMINATE A DIRECTOR OF GENERAL AVIATION, ORLANDO EXECUTIVE AIRPORT

4. Mr. Brown presented the item.

Mr. Brown introduced Ms. Judith-Ann Jarrette and described her education and experience. He went on to say that this position was posted internally, and we had two applicants apply. Ms. Jarrette was selected for the position.

It was respectfully requested that the Aviation Authority Board resolve to confirm the nomination of Judith-Ann Jarrette as the Director of General Aviation, Orlando Executive Airport effective July 22, 2021.

Upon motion by Dr. Evans, second by Mr. Mateer, vote carried to approve the recommendation for Consent Agenda Item L, as presented.

RECOMMENDATION OF THE CHIEF EXECUTIVE OFFICER TO NOMINATE CANDIDATE FOR THE POSITION OF INTERIM DIRECTOR OF RISK MANAGEMENT

5. Mr. Brown presented the item.

Mr. Brown introduced Ms. Tricia Cottman and described her education and experience. He went on to say the current Director of Risk Management, Deborah Silvers, is retiring in August, and this interim appointment will be for the remainder of Ms. Silvers' employment; then Ms. Cottman will move into the Director of Risk Management position.

It was respectfully requested that the Aviation Authority Board resolve to accept the Chief Executive Officer's nomination and confirm the appointment of Tricia J. Cottman as Interim Director of Risk Management, effective July 22, 2021.

Upon motion by Mayor Dyer, second by Mr. Mateer, vote carried to approve the recommendation for Consent Agenda Item M, as presented.

PROCUREMENTS

6. Mr. Brown informed the Board of two upcoming procurements, a snack bar and a retail concession on Airside 2.

CHIEF EXECUTIVE OFFICER'S (CEO) REPORT

7. Mr. Brown indicated that a copy of the report was included in the board agenda with a copy on file. He highlighted three grant applications received from the Federal Aviation Administration (FAA) and the uptick in passenger traffic.

RECOMMENDATION TO APPROVE SOUTH TERMINAL COMPLEX, PHASE 1 ITEMS

8. Mr. Ruohomaki presented New Business Items A, B, and C together, as all three items pertain to the South Terminal Complex Program. Mr. Ruohomaki stated the South Terminal C, Phase 1 remains on target to complete early next year. He further indicated that each of these New Business Items have an individual memorandum included in the Board agenda package. Each memorandum has a detailed recommendation with the action requested

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by the Aviation Authority Board. He further stated two of the items are for Turner-Kiewit and one is for Hensel Phelps, the two Construction Management at Risk (CM@R) Entity Services on the job.

On May 18, 2016, the Aviation Authority Board approved an award of CM@R Entity Services to Turner Kiewit and on March 19, 2017, the Aviation Authority's Finance Committee approved an award of CM@R Entity Services to Hensel Phelps.

Using visual aids (copy on file); Mr. Ruohomaki presented a table that detailed each of the items, as follows:

ITEM	CM@R	Bid Package / GMP No.	Amount	Reason for Amendment	Proposed MWBE/LDB/VBE	Location
NB-A	Turner-Kiewit Joint Venture	BP-S00148 / GMP 7-S.2	\$2,250,291	* Decrease Allowances * Increase Owner Contingency	No Impact	Landside Terminal
NB-B	Hensel Phelps Construction	BP-S00168 / GMP 6-S.4	\$1,036,131	* Increase Owner Contingency	No Impact	Airside Terminal
NB-C	Turner-Kiewit Joint Venture	BP-S00178 / GMP 19-S	\$898,285	* Increase Owner Contingency	No Impact	Airfield

Chairman Good asked if there were any comments or questions regarding any of the items. There was no response to his inquiry.

New Business Item A

The scope of BP No. S00148 provides for the Landside Terminal Finishes and includes, but is not limited to, decorative handrails and smoke baffles, miscellaneous metals, ornamental metals, canopy enclosure system, overhead coiling doors and grilles, security grilles, acoustical ceiling, interior wall panels, column covers, carpet and resilient flooring, ceramic and glass tile, terrazzo flooring, access flooring, painting and coatings, specialties, signage, window washing system, equipment cranes, exit lane breach control, millwork and countertops, entrance floor grilles, interior landscape plant and accessories, rolling window shades, trash chutes, firesafing/fire stopping/fire caulking, baggage shutters, and site furnishings.

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee to: (1) approve Amendment No. 3 to Addendum No. 24 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture for BP No. S00148, South Terminal C, Phase 1, Landside Terminal Finishes (GMP No. 7-S.2), for a total negotiated GMP amendment amount of \$2,250,291, which includes a deductive amount of (\$483,941) from Allowances, \$2,626,760 for Owner Contingency, \$16,542 for Performance and Payment Bonds, and \$90,930

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for the CM@R's fee (4.211%), resulting in a revised total GMP amount of \$91,082,382, with funding from Passenger Facility Charges to the extent eligible, and General Airport Revenue Bonds and (2) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.

Upon motion by Mr. Mateer, second by Mr. Weisheyer, vote carried to approve the recommendation for New Business Item A, as presented **[FILED DOCUMENTARY NO. 101116]**.

New Business Item B

The scope of BP No. S00168 includes the costs for the column covers, interior wall panels, tile, resilient tile and carpet, epoxy flooring, painting, interior specialties, roller window shades, bird control system, and low voltage systems.

It was respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee to: (1) approve Amendment No. 13 to Addendum No. 16 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction, for BP No. S00168, South Terminal C, Phase 1, Airside Terminal Interiors, Finishes and Specialties (GMP No. 6-S.4) at the Orlando International Airport, for a total negotiated GMP Amendment amount of \$1,036,131, which includes \$970,750 for Owner Contingency, \$6,835 for Performance and Payment Bond, and \$58,546 for the CM@R's Fee (6.031%), resulting in a revised GMP amount of \$65,113,470, with funding from General Airport Revenue Bonds; and (2) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.

Upon motion by Mayor Dyer, second by Mayor Demings, vote carried to approve the recommendation for New Business Item B, as presented **[FILED DOCUMENTARY NO. 101117]**.

New Business Item C

The scope of BP No. S00178 consists of the airfield civil work for the ramp areas, Remaining Overnight (RON) areas, taxiway extensions for Taxiways B and C, as well as newly constructed Taxiways E1, B9, B11, B12 and B13, and includes, but is not limited to, completion of the airfield civil sitework and utilities, apron and airfield paving, pavement markings, lighting, and various site logistics required for the Airside Terminal construction for South Terminal C.

It was respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee to: (1) approve Amendment No. 3 to Addendum No. 23 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for BP No. S00178, South Terminal C, Phase 1, Airfield Civil (GMP No. 19-S), for a total negotiated GMP Amendment amount of \$898,285, which includes \$831,885 for Owner Contingency, \$6,603 for Performance and Payment Bonds, \$23,499 for CCIP Insurance, and \$36,298 for CM@R's Fee (4.211%), resulting in a revised GMP amount of \$216,479,519, with funding from General Airport Revenue Bonds and (2) authorize an Aviation Authority Officer or the Chief Executive Officer to execute

the necessary documents following satisfactory review by legal counsel.

Upon motion by Mr. Weisheyer, second by Mayor Demings, vote carried to approve the recommendation for New Business Item C, as presented [**FILED DOCUMENTARY NO. 101118**].

RECOMMENDATION OF THE CONSTRUCTION COMMITTEE TO APPROVE AN ADDENDUM TO THE CONTINUING PROGRAM AND PROJECT MANAGEMENT SERVICES (OWNER'S AUTHORIZED REPRESENTATIVE (OAR) PRIME ENTITY) AGREEMENT WITH GEOTECH CONSULTANTS INTERNATIONAL, INC. DBA GCI, INC. FOR CONSTRUCTION PHASE OAR SERVICES FOR BID PACKAGE (BP) NO. S00191, SOUTH TERMINAL C, PHASE 1 (STC) – BUILDOUT OF TENANT SPACE PROGRAM SOFT COSTS, AT THE ORLANDO INTERNATIONAL AIRPORT

9. Mr. Ruohomaki stated Item D is an addendum to the agreement with GCI, Geotech Consultants International, for construction phase on Owner Authorized Reps, (OAR) Services for South Terminal.

In 2017, five firms providing Continuing Program and Project Management Services (OAR Prime Entity) were selected through a competitive award process. On March 15, 2017, the Aviation Authority Board approved Continuing Program and Project Management Services (OAR Prime Entity), at the Orlando International Airport, with the following five firms:

- A2 Group, Inc.
- AECOM Technical Services, Inc.
- Geotechnical Consultants International, Inc. dba GCI, Inc.
- WSP USA, Inc. (formerly known as Parsons Brinckerhoff, Inc.)
- PSA Management, Inc. (formerly known as PSA Constructors, Inc.)

On December 22, 2020, the Construction Committee approved Addendum No. 139 to the Continuing Program and Project Management Services (OAR Prime Entity) Agreement with Geotech Consultants International, Inc. dba GCI, Inc. for Design Phase OAR Services for BP No. S00191, STC - Build-out of Tenant Space Program Soft Costs, at the Orlando International Airport, for the total not-to-exceed fee amount of \$84,960.

Design Phase OAR Services included, but were not limited to, design review, construction cost negotiation, and permitting for the six tenant buildout projects for the new airline and tenant spaces at the STC Landside Terminal (LST) and Airside Concourse (ASC).

In 2020, the Aviation Authority publicly advertised for Design/Build (D/B) contractors for the design and construction of the buildout of shell space in the new STC for approximately twenty different occupants, including airlines, Aviation Authority Departments, concessionaires, service providers and other users.

Staff has delineated the buildout of approximately 33,600 square feet of STC tenant space into six separate D/B projects. On February 2, 2021, the Aviation Authority Board approved the recommendation of the Construction Committee to award the following six projects to the identified contractors as shown below.

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Clancy & Theys Construction Co.:

BP No. S00182: LST Levels L1, L2 and L6, and ASC Levels L1 and L2 (D/B)

Collage Design and Construction Group, Inc. dba The Collage Companies:

BP No. S00183: ASC Level L1, West Concourse (D/B)

Gomez Construction Co.:

BP No. S00184: LST Level L1 (D/B)

H.W. Davis Construction, Inc.:

BP No. S00185: LST Levels L2 - L7 and Ground Transportation Facility (D/B)

T&G Corporation dba T&G Constructors:

BP No. S00186: ASC Level L1 Hub and North-South Concourse (D/B)

R.L. Burns, Inc.:

BP No. S00187: LST Level L2 Post-Security Screening Checkpoint and ASC Levels L2 - L4 (D/B)

A fee has been negotiated with Geotech Consultants International, Inc. dba GCI, Inc. for a total amount of \$439,842 for Construction Phase OAR Services for BP No. S00191, STC - Build-out of Tenant Space Program Soft Costs, at the Orlando International Airport. Construction Phase OAR Services will include, but are not limited to, construction project management, project control, contract administration, and construction coordination in support of six tenant buildout projects for new airlines and other tenant spaces at the STC Landside Terminal and Airside Concourse.

Geotech Consultants International, Inc. dba GCI, Inc. proposes to achieve 30.3% MWBE participation on this Addendum.

The fiscal impact is \$439,842. Funding is from General Airport Revenue Bonds.

Chairman Good asked if there were any comments or questions on this item. There was no response to his inquiry.

It was respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee and approve an Addendum to the Continuing Program and Project Management Services (OAR Prime Entity) Agreement with Geotech Consultants International, Inc. dba GCI, Inc. for Construction Phase OAR Services for BP No. S00191, STC - Build-out of Tenant Space Program Soft Costs, at the Orlando International Airport, for a total amount of \$439,842, which includes the not-to-exceed fee of \$419,842 and the not-to-exceed reimbursable expenses amount of \$20,000, with funding from General Airport Revenue Bonds; and authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.

Upon motion by Mayor Dyer, second by Mr. Weisheyer, vote carried to approve the

recommendation for New Business Item D, as presented [**FILED DOCUMENTARY NO. 101119**].

RECOMMENDATION TO UTILIZE FEDERAL FUNDING TO DEFEASE MULTIPLE SERIES OF OUTSTANDING BONDS AND APPROVE THE AUTHORIZING RESOLUTION FOR THE DEFEASANCE OF CERTAIN SERIES OF OUTSTANDING BONDS

10. Ms. Sharman stated Item E is a recommendation to Utilize Federal Funding to Defeas Multiple Series of Outstanding Bonds and Approve the Authorizing Resolution for the Defeasance of Certain Series of Outstanding Bonds presented this item. She began by defining the term defease; to deposit enough money in a dedicated account to be able to redeem or pay up a bond when it is legally allowed to be repaid. She went on to say this is a request to use some of the Aviation Authority’s federal assistance relief money to defease multiple series of bonds. She used the analogy of pre-paying the principal portion on your mortgage as a way to save money on the interest.

Using visual aids (copy on file); Ms. Sharman presented a table detailing the Federal Funding Relief received by the Aviation Authority related to COVID-19.

- Coronavirus Aid, Relief and Economic Security Act (CARES) - \$170.7 million
- Coronavirus Response and Relief Supplemental Appropriation Act, 2021 (CRRSA) - \$41.6 million
- American Rescue Plan Act of 2021 (ARPA) - \$171.3 million

Program	MCO	Plus Dedicated Concession Funding	Total Award to MCO	ORL	Total Award to MCO & ORL
CARES*	\$ 166,771,779	N/A	\$ 166,771,779	\$ 4,000,000	\$ 170,771,779
CRSSA	36,372,038	5,260,599	41,632,637	23,000	41,655,637
ARPA	150,267,392	21,042,395	171,309,787	59,000	171,368,787
TOTAL	\$ 353,411,209	\$ 26,302,994	\$ 379,714,203	\$ 4,082,000	\$ 383,796,203

The Aviation Authority may utilize these Program Funds at their discretion to reimburse operating expenses, pay debt service, defease outstanding bonds and/or reimburse capital expenditures.

Management has evaluated various strategic options to utilize a portion of the Program Funds to defease multiple series of outstanding General Airport Revenue Bonds (GARB). The utilization of a significant portion of these Program Funds to defease outstanding bonds would benefit the Aviation Authority, airlines, and airport users for the following

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reasons:

- Generates substantial debt service savings of approximately \$32 million;
- Improves debt service coverage and debt per enplanement metrics;
- Decreases rates and charges in the near term which creates a favorable competitive position for the airport; and
- Places the Aviation Authority in a favorable position to access the capital markets in the future.

Various analyses have been performed to determine which series of GARB bonds are eligible to be defeased as well as determining how to best utilize the funding to provide the most beneficial debt service savings to the Aviation Authority. Principal amounts maturing October 1, 2022, through and including October 1, 2030, were specifically identified to provide near term financial relief. Additionally, the Series 2010A GARB will be defeased completely and therefore the defeasance includes principal amounts maturing October 1, 2031, and 2032.

Of the bonds under consideration for defeasance, the Series 2010A, 2011B and 2015A have a portion of debt service that is PFC-supported debt. However, no PFC-supported debt will be defeased as the Aviation Authority does not intend to file an amendment to its PFC approval in connection with this transaction, as would be required by 14 CFR § 158.37. PFC-supported debt will remain outstanding and continue to be paid by Passenger Facility Charges.

The following series of GARB bonds are recommended for defeasance:

Series	Proposed Principal Redemption
2010A	\$ 15,160,000
2011B	54,575,000
2013A	26,265,000
2015A	16,250,000
2016A	16,215,000
2017A Subordinated	<u>95,960,000</u>
Total	\$224,425,000

The bonds recommended for defeasance have various optional redemption dates; some are currently callable, and others have call options ranging from October 1, 2023, to October 1, 2027. Program Funds would be deposited into escrow accounts and State and Local Government Series (SLGS) securities, or other allowable investment securities pursuant to the governing bond documents, earning guaranteed rates would be purchased. The maturity date of the SLGS securities will coincide with each series of bond's optional redemption date for the purpose of a legal defeasance. Escrow deposit requirements based on current rates, are approximately \$220.8 million. Included in this defeasance, \$1,720,425 of scheduled interest due in 2022 and 2023 will be paid with Program Funds. This is the total interest amount due prior to the call date of the 2013A Bonds.

As the use of these Program Funds would require the funds to be recognized as Revenues

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under the Bond Resolution, the Aviation Authority is required to amend the FY21 Budget by the amount equal to the escrow deposit requirement currently estimated to be \$220.8 million.

This proposed transaction is subject to receipt of the anticipated ARPA grant as described above. The Aviation Authority plans to utilize Discretionary Funds on an interim basis to defease the bonds while awaiting receipt of Program Funds. Upon receipt of Program Funds, the Discretionary Fund will be reimbursed.

Below is a summary of estimated net debt service savings based on current SLGS rates for the escrow deposits:

Reduction of debt service	\$253.5 million
Approximate escrow deposit requirement	\$220.8 million
Approximate net debt service savings	\$32.7 million

Discretionary Funds will be utilized on an interim basis to defease the bonds until Program Funds are received. The costs related to the execution of the defeasance is estimated not to exceed \$100,000 to be funded from Operating and Maintenance Funds.

Ms. Sharman noted for the record that FAA Guidance states debt supported by Passenger Facility Charges (PFC) cannot redeemed. Ms. Sharman confirmed that none of the bonds being paid off supports PFCs. She then described how the transaction would work; the funds will be irrevocably deposited in an escrow account that is created specifically to hold the money to will pay off these bonds. Further saying, investments that are permitted under the bond resolution will be purchased so that the maturity dates of the investments coincide with the date that the bonds can legally be repaid, which constitutes a legal defeasance and for purposes of financial reporting, the debt will then no longer be on our books.

Ms. Sharman summed up the presentation by informing the Board that this transaction will generate approximately \$32 million in additional savings; but even more important, doing this, the Aviation Authority is able to keep our airline rates and charges lower in the near term, which creates a more favorable competitive position for the airport, which should encourage airlines to provide more service, which in turn produces more passengers to spend money on rental cars and on concessions here at the airport as well as generating additional economic benefit through the entire Central Florida region.

Dr. Evans asked Ms. Sharman to give the Board assurance that the fees associated with this transaction are competitive, and that due diligence is taking place. Ms. Sharman responded that a competitive process is done for all our consultants, financial advisors, legal, and bond counsel. She then said that the Aviation Authority goes through this process about every three years, and there are generally two one-year options; in addition, we have had the same two trustees for a long time.

Chairman Good asked if there were any additional comments or questions on this item.

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Mayor Demings asked for the dates when the bonds will be paid off, and he asked if the documents would come back to the Board confirming the bonds will be paid off. Ms. Sharman advised she is planning to bring a confirming resolution back to the Board after it goes to the Orlando City Council. Her plan is to get this done in August and September, as the debt for all the metrics at year-end will put the Aviation Authority in a better financial position as we go into bonds next year. She stated she will bring this back as an information item once the transaction has been completed.

Mr. Weisheyer provided a compliment saying not only is this a prudent financial decision, it is a smart business decision, and it is a long-term strategic benefit for the Authority. He then said he applauded the innovation and thought that went into making this decision and bringing it to the Authority Board.

It was respectfully requested that the Aviation Authority Board resolve to accept the recommendation to (1) authorize the proposed use of federal funding to defease certain series of bonds as presented in this memorandum, subject to receipt of the commitment of Program Funds; (2) adopt the Authorizing Resolution providing for the payment or defeasance of certain series of bonds; (3) authorize amendments to the FY21 Revenue and Debt Service Budget to reflect an amount equal to the estimated escrow deposit requirement currently estimated to be \$220.8 million but, in any event, not exceed \$223 million; (4) approve the use of Discretionary Funds on an interim basis to defease the bonds until Program Funds are received; (5) approve the costs related to the execution of the defeasance not to exceed \$100,000 to be funded from Operation and Maintenance Fund; (6) request Orlando City Council concurrence of these actions if deemed necessary by legal counsel; and (7) authorize the Chairman, Vice Chairman or other Authorized Officer of the Aviation Authority and the Secretary or Assistant Secretary of the Aviation Authority to approve, modify, execute and deliver the final form of all documents required in connection with the defeasance of such bonds, subject to satisfactory review by legal counsel, and to take other such actions as may be necessary or helpful for the defeasance.

Upon motion by Mayor Demings, second by Mr. Weisheyer, vote carried to approve the recommendation for New Business Item E, as presented [**FILED DOCUMENTARY NO. 101120**].

RECOMMENDATION TO AWARD PURCHASING INVITATION FOR BIDS (IFB) 93182-21, JANITORIAL SUPPLIES TO MULTIPLE SUPPLIERS

11. Mr. Friel stated that Item F is a recommendation to Approve Award for Purchasing Invitation for Bid 93182-21, Janitorial Supplies to Multiple Suppliers.

The award of this IFB will result in ten (10) Blanket Purchase Agreements (BPAs) for various janitorial supplies, provided on an "as-needed" basis, through June 30, 2022. The IFB listed forty (40) separate items, each with estimated quantities for a 12-month period. (See attached Exhibit A for details)

At its January 15, 2020 meeting, the Aviation Authority Board approved the award of Purchasing Request for Written Quotations 92901-20, Restroom Supplies, for Multiple Suppliers in the not-to-exceed value of \$2,138,016.84 for nine (9) items which resulted in

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five (5) BPA's, primarily paper products, hand soap, urinal deodorizers and plastic liners.

At its February 2, 2021, meeting the Aviation Authority Board approved the extension of those BPA's through June 30, 2021 as a result of the reduction in use due to the COVID-19 Pandemic. The total expenditures against the BPA's for the period of January 1, 2020 through June 30, 2021 are \$1,873,601.51. IFB 93182-21 includes the addition of thirty-one (31) items for standard janitorial supplies utilized by all Authority departments, as well as disinfecting products required for COVID-19.

The Small Business Development Department has reviewed the requirements for this purchase and has determined that, due to a lack of ready, willing and able certified small businesses for these items, this procurement does not lend itself to Minority Women Business Enterprise (MWBE), Local Developing Business (LDB), and/or Veteran's Business Enterprise (VBE) participation.

On April 22, 2021, eighteen (18) responses were received and reviewed:

<u>Firm</u>	<u>Number of Items Bid</u>
All Florida Paper	12 of 40
Central Poly-Bag Corp.	8 of 40
Cypress Supply, Inc.	5 of 40
Head to Heels Safety Supplies	10 of 40
Imperial Dade	27 of 40
Interboro Packaging	11 of 40
Northgate Limited, Inc.	5 of 40
Nuvida Plastic Products	4 of 40
PRIDE Enterprises	4 of 40
Pyramid School Products	19 of 40
Revolution Bag	6 of 40
Southeastern Paper Group	5 of 40
Staples Contract and Commercial, LLC	22 of 40
Unipak Corp.	26 of 40
US Compliance Centers, Inc.	10 of 40
Veritiv Operating Company	10 of 40
Williams Distribution, LLC.	4 of 40
Zep Sales and Services	6 of 40

For a bidder to be found responsive to the IFB, the Bidders must include all costs associated with delivery to the Aviation Authority in their unit prices; that certificates from each Manufacturer be provided stating that the Bidder is authorized to sell their product(s); that references must be provided; and that samples and specification/cut sheets be provided for items bid as alternates to the products listed.

The IFB did not require that the Bidders bid all items, and allows the Aviation Authority the right to make awards by individual item, group of items, all or none, or a combination thereof, with one or more Bidders.

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Staff reviewed all bids and found that:

- No Bidders submitted prices for all products listed on the Price Sheet;
- Mathematical errors occurred in numerous responses;
- Alternate items, as allowed, were tested and some of the items were found unacceptable;
- References for the three (3) responsive and responsible Bidders with the lowest prices for each item were verified and were found to be satisfactory;
- Manufacturer’s certificates for the three (3) responsive and responsible Bidders with the lowest prices for each item were received and verified;
- Valid bids were not received for the Liquid Vinyl/Rubber Conditioner, Liquid Bleach, White Cotton Rags and Rubbing Alcohol items, resulting in their removal from the award recommendation; and

On June 28, 2021, the Concessions/Procurement Committee recommended award of Purchasing Invitation for Bids 92182-21, by item, as follows (See attached Exhibit A for details):

<u>Firm</u>	<u>Total Value of Award*</u>
All Florida Paper	\$1,358,510.00
Central Poly-Bag Corp.	\$368,560.00
Cypress Supply, Inc.	\$3,018.00
Imperial Dade	\$1,813,939.60
Pyramid School Products	\$55,272.85
Staples Contract and Commercial, LLC	\$40,548.67
Unipak Corp.	\$84,750.00
US Compliance Centers, Inc.	\$5,512.50
Veritiv Operating Company	\$21,832.00
Zep Sales and Services	\$42,000.00

*Total Value per Bidder includes contingency for the allocation of funds among the Bidders as required to meet inventory requirements.

The 12-month value for IFB 93182-21 is for the not-to-exceed value of \$3,793,943.62 (which includes the contingency). The actual amount spent will be based upon the quantities ordered at the agreed upon unit prices for the items listed. Funding required in the current and subsequent fiscal years will be allocated from the Operations and Maintenance Fund, as approved through the budget process and when funds become available.

Chairman Good asked if there were any comments or questions on this item.

Mayor Dyer asked what was being done about the items that did not get bids. Mr. Friel responded that the Aviation Authority either will find substitutes or will do without them. He went on to say the items in question were items such as cloth rags, which the Aviation Authority should be able to find substitutes for them.

Mayor Demings noted that there were no MWBE, disadvantaged businesses, found, and asked what the Aviation Authority was going to do to alleviate that in the future. Mr. Friel

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responded that with procurements like this, where it is somewhat of a varied menu of items, not only can it be difficult for some small businesses to be able to purchase the items for resale, but it can also be difficult to get certification through the manufacturer. He went on to say that a starting point would be to assist small businesses/small vendors through the certification process with the actual manufacturer. Mayor Demings responded by saying there is a tremendous opportunity to work with the various Chambers to create the knowledge that this opportunity exists and to create more businesses that can meet these various certifications. The Mayor does not feel that the Aviation Authority is intentional about this. He then stated he would like to see more participation from smaller minority firms in these types of efforts, especially when it comes to things such as janitorial supplies. Mr. Friel replied that he would work with staff to identify some good practices.

It was respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Concessions/Procurement Committee and (1) award Purchasing Request for Invitation For Bids (IFB) 93182-21, Janitorial Supplies as detailed in Exhibit A, Bid Tabulation - Award by Item, to All Florida Paper for \$1,358,510.00, Central Poly-Bag Corp. for \$368,560.00, Imperial Dade for \$1,813,939.60, Pyramid School Products for \$55,272.85, to Unipak Corp. for \$84,750.00, Veritiv Operating Company for \$21,832.00, Cypress Supply, Inc. for \$3,018.00, Staples Contract and Commercial LLC for \$40,548.67, U.S. Compliance Centers Inc. for \$5,512.50 and Zep Sales and Services for \$42,000.00 - for a total not-to-exceed combined value of \$3,793,943.62; (2) authorize funding from the approved Operation and Maintenance Funds listed; (3) authorize Staff to contact the next ranked firm for items should products not be available, allowing for the allocation of funds among the Bidders as required to meet inventory requirements; and (4) authorize the Purchasing Office to issue the necessary documents, following satisfactory review by legal counsel.

Upon motion by Mayor Dyer, second by Dr. Evans, vote carried to approve the recommendation for New Business Item F, as presented [**FILED DOCUMENTARY NO. 101121**].

RECOMMENDATION OF THE CONCESSIONS/PROCUREMENT COMMITTEE TO APPROVE AMENDMENT NO. 1, CONTRACT ADJUSTMENT FOR PURCHASING CONTRACT 01-21, ELEVATORS, ESCALATORS AND MOVING SIDEWALKS MAINTENANCE AND REPAIR SERVICES WITH SCHINDLER ELEVATOR CORPORATION (SCHINDLER)

12. Mr. Friel stated Item G is a recommendation to Approve Amendment No. 1, the Contract Adjustment for Purchasing Contract 01-21, Elevators, Escalators and Moving Sidewalks Maintenance and Repair Services with Schindler Corporation.

Purchasing Contract 01-21, Elevators, Escalators and Moving Sidewalks Maintenance and Repair Services, with Schindler Elevator Corporation (Schindler) requires Schindler to furnish all labor, supervision, materials, repair parts, supplies, tools, diagnostic equipment, manuals, schematics, and any and all other items and services necessary or proper for, or incidental to, performing twenty-four (24) hours per day, seven (7) days per week, on-site maintenance and repair services for elevators, escalators and moving sidewalks located at the Orlando International Airport (MCO). Schindler shall provide and maintain an on-site inventory of spare parts and shall perform or assist with the A17

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Safety Code testing/witnessing inspections in accordance with the testing schedule, and shall maintain MCO's elevator/escalator monitoring system (LiftNet) and all other items necessary or proper for, or incidental to, performing elevators, escalators and moving sidewalks maintenance and repair services at MCO in accordance with the contract documents.

The contract allows for additional work per Section 3.5.2 of the Specifications, Page S-26, which states "Additional Work shall also refer to upgrades, enhancements, modifications, and the replacement or refurbishment of any equipment, component, or system, as deemed necessary by the Aviation Authority to improve the aesthetics, safety, reliability, or performance of the equipment or system(s)."

The initial term of the contract is for forty-eight (48) months, which commenced on June 1, 2021, expiring May 31, 2025, with the Aviation Authority having the option to renew the Contract for three (3) additional periods of one (1) year each, which may be exercised by the Aviation Authority.

This contract includes a Minority and Women Business Enterprise (MWBE) participation requirement. The participation goal for this Contract is 18% for MWBE. The Small Business Development Department certifies that the Contract is in good standing as it relates to MWBE participation.

This contract adjustment consists of removing and replacing two escalators (E18 and E20). The two units were previously identified, scheduled and approved for replacement as part of the 2019-2020 Capital Replacement Program, but was deferred due to the fiscal impacts of COVID-19.

Based on the information known at this time, Schindler has performed satisfactorily during the initial term of the contract.

Staff is requesting additional work for the scheduled replacement of two escalators (E-18 and E-20) located in the North Terminal, to commence on or about September 1, 2021 with an anticipated completion date of December 31, 2022. The replacement includes the removal and installation of the existing escalators, permits, all labor, supervision, materials, supplies, tools, manuals, schematics, and all other items necessary or proper for, or incidental to the escalators. The cost of the additional work for the removal and replacement of the escalators is for a total not-to-exceed amount of \$2,458,584, in accordance with the contract documents.

Pricing is based on the existing hourly rates for mechanic (\$190.00) and helper (\$152.00), and the mark-up percentage over its costs for subcontractor labor, parts, materials, and equipment rentals purchased for the elevator, escalator and moving sidewalks. The actual amount paid to the contractor is based on actual work requested, performed and approved by the Aviation Authority.

On June 28, 2021, the Concessions/Procurement Committee recommended approval of Amendment No. 1, Contract Adjustment for Purchasing Contract 01-21, Elevators, Escalators and Moving

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Sidewalks Maintenance and Repair Services at the Orlando International Airport with Schindler Elevator Corporation, as outlined in the memorandum.

The fiscal impact for the contract adjustment is a not-to-exceed amount of \$2,458,584. Funding will be from previously-approved Capital Expenditure Funds. Funds expected to be spent under the contract in the current fiscal year are within budget. Funding required in current and subsequent fiscal years will be allocated from the Capital Expenditure Fund, as approved through the budget process and when funds become available.

Chairman Good asked if there were any comments or questions on this item. There was no response to his inquiry.

It was respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Concessions/Procurement Committee to: (1) approve Amendment No. 1, Contract Adjustment for Purchasing Contract 01-21, Elevators, Escalators and Moving Sidewalks Maintenance and Repair Services at the Orlando International Airport with Schindler Elevator Corporation for the total not-to-exceed amount of \$2,458,584, with funding from previously-approved Capital Expenditure Funds and (2) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.

Upon motion by Mr. Mateer, second by Mayor Demings, vote carried to approve the recommendation for New Business Item G, as presented **[FILED DOCUMENTARY NO. 101122]**.

RECOMMENDATION OF THE CONCESSIONS/PROCUREMENT COMMITTEE TO APPROVE AMENDMENT NO. 1, FIRST RENEWAL OPTION FOR PURCHASING CONTRACT 12-18, INTERIOR PLANT MAINTENANCE AT NORTH AND SOUTH TERMINALS, AND AIRSIDES WITH RENTOKIL NORTH AMERICA, INC. (RENTOKIL)

13. Mr. Friel stated Item H is a request to Approve Amendment No. 1, the First Renewal Option for Purchasing Contract 12-18, Interior Plant Maintenance at the North and South Terminals and Airsides with Rentokil North America, Inc.

Purchasing Contract 12-18, Interior Plant Maintenance at North and South Terminals, and Airsides with Rentokil North America, Inc. (Rentokil) requires Rentokil to furnish all labor, supervision, materials and supplies, equipment, tools, chemicals, beneficial insects, licenses, permits, and all other items necessary or proper for, or incidental to performing the replacement, installation, and maintenance required for the interior plants located within the terminal complex (which includes the North Terminal, four airsides, South Terminal Complex, and the Aviation Authority Executive Offices of the North Terminal) at the Orlando International Airport (OIA) in accordance with the Contract documents.

The initial term of this Purchasing Contract was for thirty-six (36) months, which commenced on September 18, 2018 and expires on September 17, 2021 providing the Aviation Authority options to renew the Contract for two (2) additional periods of one (1) year each that may be exercised by the Aviation Authority.

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This contract includes a Minority and Women Business Enterprise (MWBE) and a Local Developing Business (LDB) participation requirement. The participation goal for this contract is 15% for MWBE and 10% for LDB. The Small Business Development Department certifies that the contract is in good standing as it relates to MWBE/LDB participation.

The first renewal option is from September 18, 2021 through September 17, 2022. Based on the information known at this time, Rentokil has performed satisfactorily during the initial term.

Rentokil provides interior plant maintenance based on unit prices for: (a) plant maintenance, (b) tree washing, (c) tree pruning, (d) bromeliad replacement and removal, (e) poinsettia replacement and removal, (f) topsoil, (g) mulch (bark), (h) plant replacement, and (i) special occasion set-ups; and hourly rates for planter rotation relocation, horticultural consultant, water drainage of planters, and plant dusting.

The annual value for the First Renewal Option is a total not-to-exceed amount of \$437,695.66 with no rate increase. The actual amount paid to the contractor is based on actual work requested, performed, and approved by the Aviation Authority, based on the unit prices.

On June 1, 2021, the Concessions/Procurement Committee recommended to approve Amendment No. 1, First Renewal Option for Purchasing Contract 12-18, Interior Plant Maintenance at North and South Terminals, and Airsides with Rentokil North America, Inc.

The fiscal impact for the first renewal option is a not-to-exceed amount of \$437,695.66 with funding from the Operations and Maintenance Fund. Funds expected to be spent under the contract in the current fiscal year are within budget. Funding required in current and subsequent fiscal years will be allocated from the Operations and Maintenance Fund, as approved through the budget process and when funds become available.

Chairman Good asked if there were any comments or questions on this item. There was no response to his inquiry.

It was respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Concessions/Procurement Committee to: (1) approve Amendment No. 1, First Renewal Option for Purchasing Contract 12-18 Interior Plant Maintenance at the North and South Terminals, and Airsides with Rentokil North America Inc.; (2) authorize funding from the Operations and Maintenance Fund in the not-to-exceed amount of \$437,695.66; and (3) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.

Upon motion by Mayor Demings, second by Dr. Evans, vote carried to approve the recommendation for New Business Item H, as presented **[FILED DOCUMENTARY NO. 101123]**.

RECOMMENDATION OF THE CONCESSIONS/PROCUREMENT COMMITTEE TO AWARD INVITATION FOR BID (IFB) 09-21, SATELLITE BUILDINGS JANITORIAL MAINTENANCE, LOCAL DEVELOPING BUSINESS (LDB) TO STERLING BUILDING SERVICES, INC.

14. Mr. Friel stated Item I is a Recommendation of the CPC to Award Invitation for Bid 09-21, Satellite Buildings Janitorial Maintenance, Local Developing Business to Sterling Building Services, Incorporated.

Purchasing Contract 09-21, Satellite Buildings Janitorial Maintenance, Local Developing Business (LDB) to Sterling Building Services, Inc. will provide all labor, supervision, equipment, tools, janitorial cleaning supplies, supplies (except hand soap and trash liners), paper products (except paper towels and toilet tissue), dispensers and electronically dispensed air-freshener in all bathrooms, fuel, oil, lubricants, uniforms and all other items necessary or proper for, or incidental to, performing janitorial maintenance of the satellite buildings located at the Orlando International Airport (MCO) and the Orlando Executive Airport (OEA) as defined in the Performance Work Statement.

Prior to this solicitation, the Aviation Authority's staff procured the services through a competitive procurement method, which was approved by the Aviation Authority Board on April 20, 2016, in the not-to-exceed amount of \$936,964.27 for the initial term (36 months). The contract covered the period of June 1, 2016, through August 31, 2021. Currently, \$1,343,584.75 has been spent, which includes the initial term and the two option years.

The term of this Purchasing Contract is for thirty-six (36) months with initial service to commence on or about September 1, 2021, with the Aviation Authority having options to renew the contract for two additional periods of 1-year each, which may be exercised by the Aviation Authority.

On May 19, 2021, the following responses were received:

Name of Respondent Initial Thirty-Six (36) Month Bid Price

- American Janitorial Maintenance Services, Inc. \$ 840,087.78
- Sterling Building Services, Inc. \$1,175,069.62
- Prime Janitorial, LLC \$1,239,937.99
- Gemilang Solutions, LLC \$1,404,063.64

Bids were reviewed for compliance with submission requirements and it was determined that American Janitorial Maintenance Services, Inc. submitted an incomplete bid and therefore should be deemed non-responsive. Sterling Building Services, Inc., Prime Janitorial, LLC, and Gemilang Solutions, LLC submitted complete bids and are therefore found to be responsive.

The Small Business Development Department (SBDD) has reviewed the bids submitted for Purchasing Bid 09-21 Satellite Building Janitorial Maintenance. This solicitation was designated as LDB Direct. Only LDB Certified firms would be considered for award of this

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solicitation. Bids were reviewed from the following firms: Gemilang Solutions, LLC; Sterling Building Services, Inc.; American Janitorial Maintenance, Inc.; & Prime Janitorial, LLC.

All bidders, except Prime Janitorial, LLC, met the LDB certification. Prime Janitorial, LLC is not a certified LDB. SBDD recommends that the bid from Prime Janitorial, LLC, be deemed non-responsive as it relates to the Small Business requirements.

SBDD also recommends that Gemilang Solutions, LLC; Sterling Building Services, Inc.; American Janitorial Maintenance, Inc. be deemed responsive to this solicitation as it relates to small business requirements.

References for the four bidders were checked and based thereon were determined to be responsible.

Daily pricing is based on a square foot price multiplied by the number of square feet for each individual building and an hourly rate multiplied by the estimated number of annual hours for additional services. The actual amount paid to the contractor is based on actual work requested, performed, and approved by the Aviation Authority. The square foot prices and hourly rate for Sterling Building Services, Inc. are approximately 20% higher than the current prices with the current contractor. The 20% increase in the Contract value over the previous Contract approved in 2016 reflects the addition of buildings and check points as well as increased costs for labor and materials.

On June 28, 2021, the Concessions/Procurement Committee recommended award of the Invitation for Bid (IFB) 09-21, Satellite Buildings Janitorial Maintenance, Local Developing Business (LDB) to Sterling Building Services, Inc., as outlined in the memorandum.

Fiscal impact is \$1,175,069.62. Funding is from previously-approved Operation and Maintenance Funds.

Funds expected to be spent under the Contract in the current fiscal year are within budget. Funding required in current and subsequent fiscal years will be allocated from the Operation and Maintenance Funds, as approved through the budget process and when funds become available.

Chairman Good asked if there were any comments or questions on this item. There was no response to his inquiry.

It was respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Concessions/Procurement Committee and (1) deem the Bids received from American Janitorial Maintenance Services, Inc. and Prime Janitorial, LLC as non-responsive for the reasons stated in the memorandum; (2) award Purchasing Bid 09-21, Satellite Buildings Janitorial Maintenance to Sterling Building Services, Inc., as the low responsive and responsible bidder; (3) authorize funding from the Operations and Maintenance Fund in a not-to-exceed amount of \$1,175,069.62; and (4) authorize an Aviation

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Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.

Upon motion by Mayor Dyer, second by Mayor Demings, vote carried to approve the recommendation for New Business Item I, as presented [**FILED DOCUMENTARY NO. 101124**].

RECOMMENDATION TO APPROVE THE CONCESSIONS/PROCUREMENT COMMITTEE RANKING OF PROPOSALS AND AWARD OF STC QUICK SERVICE FOOD AND BEVERAGE CONCESSION AGREEMENT, AT ORLANDO INTERNATIONAL AIRPORT, TO ORLANDO F&B PARTNERS LLC

15. Ms. Rodriguez stated New Business Item J is a Recommendation of the Concessions/Procurement Committee to Award the South Terminal Complex Quick Service Food and Beverage Concession Agreement to Orlando F&B Partners.

On March 15, 2021, the Aviation Authority issued a Request for Proposals (RFP) for the non-exclusive right and privilege to rent, occupy, equip, furnish, operate and maintain approximately 1,209 square feet in the South Terminal Complex for the operation of a quick service food and beverage concession. The term of the concession is ten years and will commence when the South Terminal opens to the public. On May 27, 2021, the Aviation Authority received the following proposals in response to the RFP, listed in alphabetical order:

- Chicken Guy (MCO), LLC (Chicken Guy)
- Izziban Inc. d/b/a Izzi Modern Korean Kitchen (Izziban)
- JDDA Concession Management, Inc. (JDDA)
- Legacy Concessions, LLC (Legacy)
- McDonald's USA, LLC (McDonald's)
- Orlando F&B Partners LLC (Orlando F&B Partners)
- Pizza Pizza, Inc. DBA 407 Empanadas (Pizza Pizza)
- Tijuana Flats Restaurants LLC (Tijuana Flats)

The RFP evaluation criteria rated as satisfactory or unsatisfactory were:

- Proposer's financial capability;
- Proposer's reputation; and
- Proposer's ACDBE participation.

The RFP evaluation criteria evaluated for their strength were:

- Demonstrated experience and qualifications;
- Customer service and marketing;
- Concept and quality, variety and price range of menu items;
- Concession improvements; and
- Financial return to the Aviation Authority.

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On June 25, 2021, the Concessions/Procurement Committee evaluated the proposals received. Based on the Committee's review, the proposals from Izziban, JDDA, Legacy, McDonald's, Orlando F&B Partners and Pizza Pizza were deemed satisfactory with regard to the evaluation criteria rated as satisfactory or unsatisfactory. Chicken Guy was rated unsatisfactory with respect to its ACDBE proposed participation and Tijuana Flats was rated unsatisfactory and non-responsive for ACDBE participation.

As to the evaluation criteria rated according to strength, which include demonstrated experience and qualifications, customer service and marketing, concept and range of prices charged to passengers, concession improvements and financial return to the Aviation Authority, the Committee deemed the proposal submitted by Orlando F&B Partners "Outstanding" in four criteria and "Very Good" in one criteria evaluated for strength, which was the Committee's highest ranking.

The proposed concept submitted by Orlando F&B Partners is Chick-fil-A which is a national chicken concept was deemed to complement and not duplicate the food and beverage offerings in the Orlando F&B Partners proposed to invest \$1,233,000 as the minimum capital investment and is committed to 100% ACDBE participation.

Upon review of the proposed Percentage of Gross Receipts after consideration of the reasonableness of the information presented, and the assumptions supporting the budget and pro forma submitted by Proposers, it was determined that the 17% of gross receipts per year proposed by Orlando F&B Partners, would likely yield the highest return to the Aviation Authority.

The Committee's recommended overall ranking of the proposals based on all of the evaluation criteria are as follows:

1. Orlando F&B Partners
2. Legacy
3. McDonald's
4. JDDA
5. Pizza Pizza
6. Izziban
7. Chicken Guy
8. Tijuana Flats (Non-Responsive)

During the first year of operation, the Aviation Authority will receive a concession fee in an amount equal to the greater of: (1) \$165,000 or (2) a percentage of gross receipts equal to 17% of food and non-alcoholic beverage sales and 5% of employee sales.

Ms. Rodriguez informed the Board that Mr. Halls, the local ACDBE operator, was in the audience and is happy to answer any questions.

Chairman Good asked if there were any comments or questions on this item. There was no response to his inquiry.

DRAFT MINUTES OF THE JULY 21, 2021, MEETING OF THE GREATER ORLANDO AVIATION AUTHORITY

It was respectfully requested that the Aviation Authority Board resolve to: (1) approve the Concessions/Procurement Committee's ranking of proposals for the STC Quick Service Food and Beverage Concession Agreement at Orlando International Airport Orlando 1. F&B Partners, 2. Legacy, 3. McDonald's, 4. JDDA, 5. Pizza Pizza, 6. Izziban, 7. Chicken Guy; (2) Deem Tijuana Flats Non-Responsive; (3) award the STC Quick Service Food and Beverage Concession at Orlando International Airport to Orlando F&B Partners LLC; (4) obtain consent of the Orlando City Council for a Concession Agreement term in excess of ten years; and (5) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.

Upon motion by Mayor Dyer, second by Mr. Mateer, vote carried to approve the recommendation for New Business Item J, as presented **[FILED DOCUMENTARY NO. 101125]**.

ADJOURNMENT

16. There being no further business to be considered, Chairman Good adjourned the meeting at 2:55 p.m.

(Digitally signed on, 2021)

Anna Farmer
Executive Assistant to the CEO

Phillip N. Brown
Chief Executive Officer



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Yovannie Rodriguez, Chief Administrative Officer
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation to Accept Aviation Authority Committee Minutes

BACKGROUND

The following Aviation Authority Committee meeting minutes are provided in conjunction with the agenda package for the board meeting:

1. July 6, July 13, and July 20, 2021 Construction Committee
2. August 20, September 30, October 26, November 17, December 2, and December 15, 2020 and June 22, July 6, and July 20, 2021, Professional Services Committee
3. June 1, and July 12, 2021, Construction Finance Oversight Committee
4. July 8, and July 14, 2021, Design Review Committee
5. June 28, and July 12, 2021 Concessions Procurement Committee
6. June 3, 2021 Retirement Benefits Committee

The minute's package is provided under separate cover on the website at:
www.orlandoairports.net

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept these minutes for filing.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4392

MEMORANDUM

TO: Members of the Aviation Authority

FROM: Diana Hershner, Senior Manager of Purchasing & Material Control

DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation to Dispose of Surplus Property

BACKGROUND

The Greater Orlando Aviation Authority is permitted to dispose of property that is no longer necessary, useful or profitable.

ISSUES

The Airport Facilities Bond Resolution and Aviation Authority Policies and Procedures Section 450.05, Disposal of Surplus Property, Scrap and Trash, and Section 450.11, Property Control, permit the Aviation Authority to dispose, for fair and reasonable value at any time, any property constituting part of the Airport System which the Aviation Authority and City of Orlando determine, by Resolution, not necessary, useful or profitable.

The Aviation Authority Staff recommends disposal of property items as summarized below, in accordance with Aviation Authority policies.

- Computers, monitors and related equipment
- Electronic equipment
- Miscellaneous equipment

ALTERNATIVES

The Aviation Authority could hold the property for future disposal.

FISCAL IMPACT

None.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to: (1) find the property listed in this memorandum no longer necessary, useful, or profitable in the operation of the Airport System; (2) request Orlando City Council concurrence and resolution of this finding; and (3) authorize staff to dispose of this property in accordance with the Aviation Authority's Policies and Procedures.

**ASSETS NEEDING BOARD APPROVAL
FOR AUGUST 2021 MEETING**

<u>ASSET #</u>	<u>TAG #</u>	
122230	52602	Computer, Hp, Laptop, Mobile Workstation 8530P
122415	53661	Time Clock, Cfac, Bp# Zc-105 Eq, Ethernet W/ I-Class Card Reader
122581	53664	Computer, Elitebook Mobile Workstation & Docking Station
122413	53694	Time Clock, Cfac, Bp# Zc-105 Eq, Ethernet W/ I-Class Card Reader,
121998	53841	Wrench, Torque, Ingersoll Rand "Power Pulse Plus" Model 459S3
122687	54088	Switch, Stackable 48, Cisco W/Ntwk, Pwr Supp 715W & 4-Transcvr
122643	54116	Site Controller, Aseatria, Data Link Teleboss 850
109290	54161	Newspapers Vending Machine, Wood
109296	54171	Newspapers Vending Machine, Wood
122843	54232	Computer, Mobile Workstation, Hp, Elitebook, 8460W
109292	56025	Newspapers Vending Machine, Wood
119922	54418	Switch, Stackable 48 Port W/715W Pwr Sup, Ws-C3750X-48P-L
123058	54443	Switch, Stackable 24 Port W/ 715W Pwr Sup, Cisco, Ws-C3750X
123097	54499	Switch, Stackable 48 Port W/ 715W Pwr Sup, Cisco
103759	54186	Workstation, U-Shap
121492	54244	Bp# Zc-064, Cuss Equipment Kiosk W/Computers, Self Serv Ticket
121500	54247	Bp# Zc-064, Cuss Equipment Kiosk W/Computers, Self Serv Ticket
121511	54248	Bp# Zc-064, Cuss Equipment Kiosk W/Computers, Self Serv Ticket
121503	54249	Bp# Zc-064, Cuss Equipment Kiosk W/Computers, Self Serv Ticket
121499	54252	Bp# Zc-064, Cuss Equipment Kiosk W/Computers, Self Serv Ticket
134567	56482	Computer, Tablet Surface
132592	56117	Computer, Tablet Surface
131127	56078	Computer, Tablet Surface

GOAA GENERAL

ASSET # TAG #

Motor Pool

ASSET # TAG #

HYATT REGENCY



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Davin D. Ruohomaki, Chairman, Construction Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Construction Committee to Approve Amendment No. 5 to Addendum No. 10 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction, for Project Bid Package (BP) No. S00154, South Terminal C, Phase 1, Fueling System (Guaranteed Maximum Price (GMP) No. 11-S) at the Orlando International Airport

BACKGROUND

The South Terminal C, Phase 1, Program provides for a world-class domestic and international airport terminal building, consisting of a new airside terminal with up to 24 airline gates and a landside terminal with both secure and non-secure areas, and may include, but is not limited to all associated improvements and infrastructure required or related thereto, such as site work, roadways, aprons, runways, taxiways, other airfield work, utilities, landscaping, lighting, walkways, pedestrian bridges, expansion of the parking garage, a new and/or expanded chiller plant, aircraft loading bridges, and all interior design, such as concessions planning, ticketing, and security improvements, and baggage handling systems.

On March 19, 2017, the Aviation Authority's Finance Committee approved the award of a Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement to Hensel Phelps Construction.

Under the CM@R Agreement, the CM@R is entitled to reimbursement and compensation for the following, upon acceptable performance:

- Direct cost of the work is the actual cost for the subcontractor costs, direct labor, materials, and equipment required to construct the work,
- Allowances are estimated dollar amounts that are separately identified in a GMP for the purpose of encumbering funds to cover certain costs that are not completely defined when the GMP is approved, but may be necessary to complete the Project. An allowance means that the scope is not fully known or additional review is needed to determine whether the item is reimbursable,
- General condition expenses, such as CM@R management staff, limited to those set forth in the CM@R Agreement,
- CM@R Contingency is the negotiated amount or percentage of the Cost of the Work to be utilized for over-budget buyout of the work and for increases in the cost due to unforeseen circumstances relating to construction of the project, except when deemed the responsibility of the Owner in accordance with the Agreement,
- Owner Contingency is an amount or percentage of the Cost of the Work to be utilized by the Owner for items deemed the responsibility of the Owner in accordance with the Agreement,

- Performance and Payment rate set forth in the CM@R Contract is 0.66%, and
- The CM@R Fee covers the CM@R's overhead, profit and all other costs not reimbursable under the CM@R Contract. For Hensel Phelps Construction, the CM@R Fee is 6.031%.

Cost of allowances, contingencies and insurance will not be incurred until approved by the Aviation Authority.

On April 18, 2018, the Aviation Authority Board approved Addendum No. 10 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction for BP No. S00154, South Terminal C, Phase 1, Fueling System (GMP No. 11-S) at the Orlando International Airport, for a total negotiated GMP amount of \$24,484,753.

Since 2018, the Aviation Authority Board approved Amendment Nos. 1 through 4, resulting in a revised GMP amount of \$32,394,501, as follows:

Amendment No.	Board Date	Amount of GMP Amendment	Revised GMP Amount
1	May 15, 2019	\$9,995,832	\$34,480,585
2	August 28, 2019	\$ 960,616	\$35,441,201
3	July 15, 2020	(\$1,562,839)	\$33,878,362
4	November 11, 2020	(\$1,483,861)	\$32,394,501
Total		\$7,909,748	

The scope of BP No. S00154 includes the installation of the fuel pipe distribution system connecting to the Tradeport Fuel Farm and supplying jet fuel to connection points at each aircraft parking gate at the South Terminal C Airside Concourse apron.

ISSUES

This amendment decreases the Owner Contingency to provide funding for other elements of the South Terminal C Program.

The Owner's Authorized Representative (i.e., Geotech Consultants International, Inc. dba GCI, Inc.) and Hensel Phelps Construction have reviewed the current financial status and progress of the work in BP No. S00154, and have determined that, in accordance with the contract documents, it is appropriate at this time to decrease the Owner Contingency, and Performance and Payment Bond, including the associated CM@R fee amount, as shown below.

GMP	Original GMP Budget (A)	Current GMP Balance* (B)	Proposed GMP Amendment (C)	Proposed Revised GMP (D) = (B) + (C)
Direct Cost of Work	\$19,800,000	\$29,380,643.97	\$ 0	\$29,380,643.97
Unbought Scope	\$ 1,294,000	\$ 0.00	\$ 0	\$ 0.00
Allowances	\$ 0	\$ 50,000.00	\$ 0	\$ 50,000.00
CM@R Contingency	\$ 1,318,375	\$ 313,345.00	\$ 0	\$ 313,345.00
Owner's Contingency	\$ 527,350	\$ 570,107.03	(\$250,000)	\$ 320,107.03
SUBTOTAL:	\$22,939,725	\$30,314,096.00	(\$250,000)	\$30,064,096.00
Perf. & Payment Bond	\$ 161,533	\$ 252,161.00	(\$ 1,760)	\$ 250,401.00
Fee (6.031%)	\$ 1,383,495	\$ 1,828,244.00	(\$ 15,078)	\$ 1,813,166.00
Total GMP Addendum Cost:	\$24,484,753	\$32,394,501.00	(\$266,838)	\$32,127,663.00

*The Current GMP Balance amount shown in the above table represents the current budget as a result of authorized GMP subcontract awards and other budget reallocations as a result of the GMP buyout process and the awards of CM@R's contracts and/or purchase orders through the Budget, Buyout and Contingency Management (BBC) requests approved by the Construction Committee through July 20, 2021. The GMP buyout process results in internal cost transfers between the different GMP elements within the GMP without changing the overall GMP amount previously-approved by the Aviation Authority Board.

The proposed GMP Amendment for BP No. S00154 does not have any impact on the small business participation for Construction Services.

On August 3, 2021, the Construction Committee recommended approval of Amendment No. 5 to Addendum No. 10 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction for BP No. S00154, South Terminal C, Phase 1, Fueling System (GMP No. 11-S), at the Orlando International Airport, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact is (\$266,838). Funding is credited to General Airport Revenue Bonds.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee and approve Amendment No. 5 to Addendum No. 10 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction for BP No. S00154, South Terminal C, Phase 1, Fueling System (GMP No. 11-S) at the Orlando International Airport, for a total negotiated deductive GMP Amendment amount of (\$266,838), which includes a deductive amount of (\$250,000) from Owner Contingency, a deductive amount of (\$1,760) from Performance and Payment Bonds, and a deductive amount of (\$15,078) from the CM@R's Fee (6.031%), resulting in a revised GMP amount of \$32,127,663, with funding credited to General Airport Revenue Bonds; and authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Davin D. Ruohomaki, Chairman, Construction Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Construction Committee to Approve Amendment No. 2 to Addendum No. 27 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for Project Bid Package (BP) No. S00180, South Terminal C, Phase 1, Landside Experiential Media Environment (EME) (Guaranteed Maximum Price (GMP) No. 7-S.4) at the Orlando International Airport

BACKGROUND

The South Terminal C, Phase 1, Program provides for a world-class domestic and international airport terminal building, consisting of a new airside terminal with up to 24 airline gates and a landside terminal with both secure and non-secure areas, and may include, but is not limited to all associated improvements and infrastructure required or related thereto, such as site work, roadways, aprons, runways, taxiways, other airfield work, utilities, landscaping, lighting, walkways, pedestrian bridges, expansion of the parking garage, a new and/or expanded chiller plant, aircraft loading bridges, and all interior design, such as concessions planning, ticketing, and security improvements, and baggage handling systems.

On May 18, 2016, the Aviation Authority Board approved the award of a Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement to Turner-Kiewit Joint Venture.

Under the CM@R Agreement, the CM@R is entitled to reimbursement and compensation for the following, upon acceptable performance:

- Direct cost of the work is the actual cost for the subcontractor costs, direct labor, materials, and equipment required to construct the work,
- Allowances are estimated dollar amounts that are separately identified in a GMP for the purpose of encumbering funds to cover certain costs that are not completely defined when the GMP is approved, but may be necessary to complete the Project. An allowance means that the scope is not fully known or additional review is needed to determine whether the item is reimbursable,
- General condition expenses, such as CM@R management staff, limited to those set forth in the CM@R Agreement,
- CM@R Contingency is the negotiated amount or percentage of the Cost of the Work to be utilized for over-budget buyout of the work and for increases in the cost due to unforeseen circumstances relating to construction of the project, except when deemed the responsibility of the Owner in accordance with the Agreement,
- Owner Contingency is an amount or percentage of the Cost of the Work to be utilized by the Owner for items deemed the responsibility of the Owner in accordance with the Agreement,

- Performance and Payment Bond rate set forth in the CM@R Contract is 0.664%, and
- The CM@R Fee covers the CM@R's overhead, profit and all other costs not reimbursable under the CM@R Contract. For Turner-Kiewit Joint Venture, the CM@R Fee is 4.211%.

Cost of allowances, contingencies and insurance will not be incurred until approved by the Aviation Authority.

On January 15, 2020, the Aviation Authority Board approved Addendum No. 27 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for BP No. S00180, South Terminal C, Phase 1, Landside Experiential Media Environment (EME) (GMP No. 7-S.4), for a total negotiated GMP amount of \$11,692,367.

Since 2020, the Aviation Authority Board approved Amendment No. 1, resulting in a revised GMP amount of \$11,342,367, as follows:

Amendment No.	Board Date	Amount of GMP Amendment	Revised GMP Amount
1	April 21, 2021	(\$350,000)	\$11,342,367
	Total	(\$350,000)	

The scope of BP No. S00180 will furnish and install all mechanical, electrical, structural, audio-visual components, servers, controls and architectural finishes for the EME system, including, but not limited to, the Portal Media Feature and all related work required for a complete EME system for South Terminal C, Phase 1.

ISSUES

This amendment reduces the Allowances to provide funding for other elements of the South Terminal C Program.

The Owner's Authorized Representative (i.e., Geotech Consultants International, Inc. dba GCI, Inc.) and Turner-Kiewit Joint Venture have reviewed the current financial status and progress of the work in BP No. S00180, and have determined that, in accordance with the contract documents, it is appropriate at this time to decrease the Allowances, and Performance and Payment Bonds, including the associated CM@R fee amount, as shown below.

GMP	Original GMP Budget (A)	Current GMP Budget* (B)	Proposed GMP Amendment (C)	Proposed Revised GMP (D) = (B) + (C)
Direct Cost of Work	\$ 9,225,292	\$ 9,225,292	\$ 0	\$ 9,225,292
Allowances	\$ 1,139,601	\$ 806,317	(\$250,000)	\$ 556,317
CM@R Contingency	\$ 518,245	\$ 518,245	\$ 0	\$ 518,245
Owner Contingency	\$ 259,122	\$ 259,122	\$ 0	\$ 259,122
SUBTOTAL:	\$11,142,260	\$10,808,976	(\$250,000)	\$10,558,976
Perf. & Payment Bond	\$ 77,637	\$ 75,064	(\$ 1,930)	\$ 73,134
Fee (4.211%)	\$ 472,470	\$ 458,327	(\$ 10,609)	\$ 447,718
Total GMP Addendum Cost:	\$11,692,367	\$11,342,367	(\$262,539)	\$11,079,828

*The Current GMP Balance amount shown in the above table represents the current budget as a result of authorized GMP subcontract awards and other budget reallocations as a result of the GMP buyout process and the awards of CM@R's contracts and/or purchase orders through the Budget, Buyout and Contingency Management (BBC) requests approved by the Construction Committee through July 13, 2021. The GMP buyout process results in internal cost transfers between the different GMP elements within the GMP without changing the overall GMP amount previously-approved by the Aviation Authority Board.

The proposed GMP Amendment for BP No. S00180 does not have any impact on the small business participation.

On August 3, 2021, the Construction Committee recommended approval of Amendment No. 2 to Addendum No. 27 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for BP No. S00180, South Terminal C, Phase 1, Landside Experiential Media Environment (EME) (GMP No. 7-S.4) at the Orlando International Airport, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact is (\$262,539). Funding is credited to General Airport Revenue Bonds.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee and approve Amendment No. 1 to Addendum No. 27 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for BP No. S00180, South Terminal C, Phase 1, Landside Experiential Media Environment (EME) (GMP No. 7-S.4), for a total negotiated deductive GMP Amendment amount of (\$262,439), which includes the deductive amount of (\$250,000) from Allowances, the deductive amount of (\$1,930) from Performance and Payment Bonds, and the deductive amount of (\$10,609) from the CM@R's Fee (4.211%), resulting in a revised total GMP amount of \$11,079,828, with funding credited to General Airport Revenue Bonds; and authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority

FROM: Davin D. Ruohomaki, Chairman, Construction Committee

DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Construction Committee to Approve Amendment No. 3 to Addendum No. 28 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for Project Bid Package (BP) No. S00181, South Terminal C, Phase 1, Ground Transportation Facility (GTF) (Guaranteed Maximum Price (GMP) No. 8-S.1) at the Orlando International Airport

BACKGROUND

The South Terminal C, Phase 1, Program provides for a world-class domestic and international airport terminal building, consisting of a new airside terminal with up to 24 airline gates and a landside terminal with both secure and non-secure areas, and may include, but is not limited to all associated improvements and infrastructure required or related thereto, such as site work, roadways, aprons, runways, taxiways, other airfield work, utilities, landscaping, lighting, walkways, pedestrian bridges, expansion of the parking garage, a new and/or expanded chiller plant, aircraft loading bridges, and all interior design, such as concessions planning, ticketing, and security improvements, and baggage handling systems.

On May 18, 2016, the Aviation Authority Board approved the award of a Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement to Turner-Kiewit Joint Venture.

Under the CM@R Agreement, the CM@R is entitled to reimbursement and compensation for the following, upon acceptable performance:

- Direct cost of the work is the actual cost for the subcontractor costs, direct labor, materials, and equipment required to construct the work,
- Allowances are estimated dollar amounts that are separately identified in a GMP for the purpose of encumbering funds to cover certain costs that are not completely defined when the GMP is approved, but may be necessary to complete the Project. An allowance means that the scope is not fully known or additional review is needed to determine whether the item is reimbursable,
- General condition expenses, such as CM@R management staff, limited to those set forth in the CM@R Agreement,
- CM@R Contingency is the negotiated amount or percentage of the Cost of the Work to be utilized for over-budget buyout of the work and for increases in the cost due to unforeseen circumstances relating to construction of the project, except when deemed the responsibility of the Owner in accordance with the Agreement,
- Owner Contingency is an amount or percentage of the Cost of the Work to be utilized by the Owner for items deemed the responsibility of the Owner in accordance with the Agreement,

- Performance and Payment Bond rate set forth in the CM@R Contract is 0.664%, and
- The CM@R Fee covers the CM@R's overhead, profit and all other costs not reimbursable under the CM@R Contract. For Turner-Kiewit Joint Venture, the CM@R Fee is 4.211%.

Cost of allowances, contingencies and insurance will not be incurred until approved by the Aviation Authority.

On January 15, 2020, the Aviation Authority Board approved Addendum No. 28 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for BP No. S00181, South Terminal C, Phase 1, Ground Transportation Facility (GTF) (GMP No. 8-S.1), for a total negotiated GMP amount of \$49,843,311.

Since 2018, the Aviation Authority Board approved Amendment Nos. 1 and 2, resulting in a revised GMP amount of \$38,412,450, as follows:

Amendment No.	Board Date	Amount of GMP Amendment	Revised GMP Amount
1	July 15, 2020	(\$11,378,353)	\$38,464,958
2	December 9, 2020	(\$ 52,508)	\$38,412,450
Total		(\$11,430,861)	

The scope of BP No. S00181 provides for all scopes of work for the Ground Transportation Facility excluding concrete, electrical, low voltage work (awarded as part of GMP No. 8-S), and piles (awarded as GMP No. 5-S.1), for the South Terminal C.

ISSUES

This amendment reduces the CM@R Contingency to provide funding for other elements of the South Terminal C Program.

The Owner's Authorized Representative (i.e., Geotech Consultants International, Inc. dba GCI, Inc.) and Turner-Kiewit Joint Venture have reviewed the current financial status and progress of the work in BP No. S00181, and have determined that, in accordance with the contract documents, it is appropriate at this time to decrease the CM@R Contingency, and Performance and Payment Bond, including the associated CM@R fee amount, as shown below.

GMP	Original GMP Budget (A)	Current GMP Balance* (B)	Proposed GMP Amendment (C)	Proposed Revised GMP (D) = (B) + (C)
Direct Cost of Work	\$27,699,329	\$34,559,310	\$ 0	\$34,559,310
Unbought Scope	\$17,453,179	\$ 226,809	\$ 0	\$ 226,809
Allowances	\$ 300,375	\$ 18,700	\$ 0	\$ 18,700
CM@R Contingency	\$ 1,363,586	\$ 1,765,528	(\$500,000)	\$ 1,265,528
Owner Contingency	\$ 681,793	\$ 34,895	\$ 0	\$ 34,895
SUBTOTAL:	\$47,498,262	\$36,605,242	(\$500,000)	\$36,105,242
Perf. & Payment Bonds	\$ 330,960	\$ 255,022	(\$ 3,860)	\$ 251,162
Fee (4.211%)	\$ 2,014,089	\$ 1,552,186	(\$ 21,218)	\$ 1,530,968
Total GMP Addendum Cost:	\$49,843,311	\$38,412,450	(\$525,078)	\$37,887,372

*The Current GMP Balance amount shown in the above table represents the current budget as a result of authorized GMP subcontract awards and other budget reallocations as a result of the GMP buyout process and the awards of CM@R's contracts and/or purchase orders through the Budget, Buyout and Contingency Management (BBC) requests approved by the Construction Committee through July 13, 2021. The GMP buyout process results in internal cost transfers between the different GMP elements within the GMP without changing the overall GMP amount previously-approved by the Aviation Authority Board.

The proposed GMP Amendment to BP No. S00181 does not have any impact on the small business participation for Construction Services.

On August 3, 2021, the Construction Committee recommended approval of Amendment No. 3 to Addendum No. 28 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for BP No. S00181, South Terminal C, Phase 1, Ground Transportation Facility (GTF) (GMP No. 8-S.1) at the Orlando International Airport, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact is (\$525,078). Funding is credited to Customer Facility Charges to the extent eligible and General Airport Revenue Bonds.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee and approve Amendment No. 3 to Addendum No. 28 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for BP No. S00181, South Terminal C, Phase 1, Ground Transportation Facility (GTF) (GMP No. 8-S.1), for a total negotiated deductive GMP Amendment amount of (\$525,078), which includes a deductive amount of (\$500,000) from CM@R Contingency, a deductive amount of (\$3,860) from Performance and Payment Bonds, and a deductive amount of (\$21,218) from CM@R's Fee (4.211%), resulting in a revised GMP amount of \$37,887,372, with funding credited to Customer Facility Charges to the extent eligible and General Airport Revenue Bonds; and authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority

FROM: Davin D. Ruohomaki, Chairman, Construction Committee

DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Construction Committee to Approve Amendment No. 3 to Addendum No. 11 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for Project Bid Package (BP) No. S00141, South Terminal C, Phase 1, Landside Conveying Equipment (Guaranteed Maximum Price (GMP) No. 5-S.4) at the Orlando International Airport

BACKGROUND

The South Terminal C, Phase 1, Program provides for a world-class domestic and international airport terminal building, consisting of a new airside terminal with up to 24 airline gates and a landside terminal with both secure and non-secure areas, and may include, but is not limited to, all associated improvements and infrastructure required or related thereto, such as site work, roadways, aprons, runways, taxiways, other airfield work, utilities, landscaping, lighting, walkways, pedestrian bridges, expansion of the parking garage, a new and/or expanded chiller plant, aircraft loading bridges, and all interior design, such as concessions planning, ticketing, and security improvements, and baggage handling systems.

On May 18, 2016, the Aviation Authority Board approved the award of a Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement to Turner-Kiewit Joint Venture for the South Terminal C, Phase 1, Program at the Orlando International Airport.

Under the CM@R Agreement, the CM@R is entitled to reimbursement and compensation for the following, upon acceptable performance:

- Direct cost of the work is the actual cost for the subcontractor costs, direct labor, materials, and equipment required to construct the work,
- Allowances are estimated dollar amounts that are separately identified in a GMP for the purpose of encumbering funds to cover certain costs that are not completely defined when the GMP is approved, but may be necessary to complete the Project. An allowance means that the scope is not fully known or additional review is needed to determine whether the item is reimbursable,
- General condition expenses, such as CM@R management staff, limited to those set forth in the CM@R Agreement,
- CM@R Contingency is the negotiated amount or percentage of the Cost of the Work to be utilized for over-budget buyout of the work and for increases in the cost due to unforeseen circumstances relating to construction of the project, except when deemed the responsibility of the Owner in accordance with the Agreement,

- Owner Contingency is an amount or percentage of the Cost of the Work to be utilized by the Owner for items deemed the responsibility of the Owner in accordance with the Agreement,
- Performance and Payment Bond rate set forth in the CM@R Contract is 0.664%, and
- The CM@R Fee covers the CM@R's overhead, profit and all other costs not reimbursable under the CM@R Contract. For Turner-Kiewit Joint Venture, the CM@R Fee is 4.211%.

Cost of allowances, contingencies and insurance will not be incurred until approved by the Aviation Authority.

On April 18, 2018, the Aviation Authority Board approved Addendum No. 11 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture for BP No. S00141, South Terminal C, Phase 1, Landside Conveying Equipment (GMP No. 5-S.4), for a total negotiated GMP amount of \$15,871,953.

Since 2018, the Aviation Authority Board approved Amendment Nos. 1 and 2 resulting in a revised GMP amount of \$16,019,234, as follows:

Amendment No.	Board Date	Amount of GMP Amendment	Revised GMP Amount
1	September 18, 2019	\$1,002,610	\$16,874,563
2	July 15, 2020	(\$ 855,329)	\$16,019,234
Total		\$ 147,281	

The scope of BP No. S00141 provides for the elevators and escalators for the Landside Terminal and Parking Garage C for South Terminal C.

ISSUES

This amendment reduces the Owner Contingency to provide funding for other elements of the South Terminal C Program.

The Owner's Authorized Representative (i.e., Geotech Consultants International, Inc. dba GCI, Inc.) and Turner-Kiewit Joint Venture have reviewed the current financial status and progress of the work in BP No. S00141, and have determined that, in accordance with the contract documents, it is appropriate at this time to decrease the Owner Contingency, and Performance and Payment Bonds, including the associated CM@R fee amount, as shown below.

GMP	Original GMP Budget (A)	Current GMP Budget* (B)	Proposed GMP Amendment (C)	Proposed Revised GMP (D) = (B) + (C)
Direct Cost of Work	\$14,404,956	\$14,657,640	\$0	\$14,657,640
Unbought Scope	\$ 0	\$ 12,000	\$0	\$ 12,000
CM@R Contingency	\$ 576,197	\$ 294,894	\$0	\$ 294,894
Owner Contingency	\$ 144,050	\$ 301,022	(\$150,000)	\$ 151,022
SUBTOTAL:	\$15,125,203	\$15,265,556	(\$150,000)	\$15,115,556
Perf. & Payment Bond Fee (4.211%)	\$ 641,360	\$ 647,311	(\$ 6,365)	\$ 640,946
Total GMP Addendum Cost:	\$15,871,953	\$16,019,234	(\$157,523)	\$15,861,711

*The Current GMP Balance amount shown in the above table represents the current budget as a result of authorized GMP subcontract awards and other budget reallocations as a result of the GMP buyout process and the awards of CM@R's contracts and/or purchase orders through the Budget, Buyout and Contingency Management (BBC) requests approved by the Construction Committee through July 13, 2021. The GMP buyout process results in internal cost transfers between the different GMP elements within the GMP without changing the overall GMP amount previously-approved by the Aviation Authority Board.

The proposed GMP Amendment to BP No. S00141 does not have any impact on the small business participation for Construction Services.

On August 3, 2021, the Construction Committee recommended approval of Amendment No. 3 to Addendum No. 11 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for BP No.

S00141, South Terminal C, Phase 1, Landside Conveying Equipment (GMP No. 5-S.4) at the Orlando International Airport, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact is (\$157,523). Funding is credited to Customer Facility Charges to the extent eligible and General Airport Revenue Bonds.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee and approve Amendment No. 3 to Addendum No. 11 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for BP No. S00141, South Terminal C, Phase 1, Landside Conveying Equipment (GMP No. 5-S.4) at the Orlando International Airport, for a total negotiated deductive GMP Amendment amount of (\$157,523), which includes a deductive amount of (\$150,000) from Owner Contingency, a deductive amount of (\$1,158) from Performance and Payment Bonds, and a deductive amount of (\$6,365) from CM@R's fee (4.211%), resulting in a revised GMP amount of \$15,861,711, with funding credited to Customer Facility Charges to the extent eligible and General Airport Revenue Bonds; and authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Davin D. Ruohomaki, Chairman, Construction Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Construction Committee to Approve Amendment No. 4 to Addendum No. 24 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for Project Bid Package (BP) No. S00148, South Terminal C, Phase 1, Landside Terminal Finishes (Guaranteed Maximum Price (GMP) No. 7-S.2) at the Orlando International Airport

BACKGROUND

The South Terminal C, Phase 1, Program provides for a world-class domestic and international airport terminal building, consisting of a new airside terminal with up to 24 airline gates and a landside terminal with both secure and non-secure areas, and may include, but is not limited to all associated improvements and infrastructure required or related thereto, such as site work, roadways, aprons, runways, taxiways, other airfield work, utilities, landscaping, lighting, walkways, pedestrian bridges, expansion of the parking garage, a new and/or expanded chiller plant, aircraft loading bridges, and all interior design, such as concessions planning, ticketing, and security improvements, and baggage handling systems.

On May 18, 2016, the Aviation Authority Board approved the award of a Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement to Turner-Kiewit Joint Venture.

Under the CM@R Agreement, the CM@R is entitled to reimbursement and compensation for the following, upon acceptable performance:

- Direct cost of the work is the actual cost for the subcontractor costs, direct labor, materials, and equipment required to construct the work,
- Allowances are estimated dollar amounts that are separately identified in a GMP for the purpose of encumbering funds to cover certain costs that are not completely defined when the GMP is approved, but may be necessary to complete the Project. An allowance means that the scope is not fully known or additional review is needed to determine whether the item is reimbursable,
- General condition expenses, such as CM@R management staff, limited to those set forth in the CM@R Agreement,
- CM@R Contingency is the negotiated amount or percentage of the Cost of the Work to be utilized for over-budget buyout of the work and for increases in the cost due to unforeseen circumstances relating to construction of the project, except when deemed the responsibility of the Owner in accordance with the Agreement,
- Owner Contingency is an amount or percentage of the Cost of the Work to be utilized by the Owner for items deemed the responsibility of the Owner in accordance with the Agreement,

- Performance and Payment Bond rate set forth in the CM@R Contract is 0.664%, and
- The CM@R Fee covers the CM@R's overhead, profit and all other costs not reimbursable under the CM@R Contract. For Turner-Kiewit Joint Venture, the CM@R Fee is 4.211%.

Cost of allowances, contingencies and insurance will not be incurred until approved by the Aviation Authority.

On July 17, 2019, the Aviation Authority Board approved Addendum No. 24 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for BP No. S00148, South Terminal C, Phase 1, Landside Terminal Finishes (GMP No. 7-S.2), for a total negotiated GMP amount of \$91,336,056.

Since 2019, the Aviation Authority Board approved Amendment Nos. 1, 2 and 3, resulting in a revised GMP amount of \$91,082,382, as follows:

Amendment No.	Board Date	Amount of GMP Amendment	Revised GMP Amount
1	September 16, 2020	(\$2,004,646)	\$89,331,410
2	March 17, 2021	(\$ 499,319)	\$88,832,091
3	July 21, 2021	\$2,250,291	\$91,082,382
Total		(\$ 253,674)	

The scope of BP No. S00148 provides for the Landside Terminal Finishes and includes, but is not limited to, decorative handrails and smoke baffles, miscellaneous metals, ornamental metals, canopy enclosure system, overhead coiling doors and grilles, security grilles, acoustical ceiling, interior wall panels, column covers, carpet and resilient flooring, ceramic and glass tile, terrazzo flooring, access flooring, painting and coatings, specialties, signage, window washing system, equipment cranes, exit lane breach control, millwork and countertops, entrance floor grilles, interior landscape plant and accessories, rolling window shades, trash chutes, firesafing/fire stopping/fire caulking, baggage shutters, and site furnishings.

ISSUES

This amendment reduces the Allowances to provide funding for other elements of the South Terminal C Program.

The Owner's Authorized Representative (i.e., Geotech Consultants International, Inc. dba GCI, Inc.) and Turner-Kiewit Joint Venture have reviewed the current financial status and progress of the work in BP No. S00148, and have determined that, in accordance with the contract documents, it is appropriate at this time to decrease the Allowances, and Performance and Payment Bonds, including the associated CM@R fee amount, as shown below.

GMP	Original GMP Budget (A)	Current GMP Budget* (B)	Proposed GMP Amendment (C)	Proposed Revised GMP (D) = (B) + (C)
Direct Cost of Work	\$75,517,808	\$75,900,523	\$ 0	\$75,900,523
Unbought Scope	\$ 2,348,556	\$ 1,923,415	\$ 0	\$ 1,923,415
Allowances	\$ 3,100,000	\$ 700,000	(\$585,000)	\$ 115,000
CM@R Contingency	\$ 4,048,318	\$ 2,993,122	\$ 0	\$ 2,993,122
Owner Contingency	\$ 2,024,159	\$ 5,278,799	\$ 0	\$ 5,278,799
SUBTOTAL:	\$87,038,841	\$86,795,859	(\$585,000)	\$86,210,859
Perf. & Payment Bond	\$ 606,471	\$ 606,031	(\$ 4,516)	\$ 601,515
Fee (4.211%)	\$ 3,690,744	\$ 3,680,492	(\$ 24,825)	\$ 3,655,667
Total GMP Addendum Cost:	\$91,336,056	\$91,082,382	(\$614,341)	\$90,468,041

*The Current GMP Balance amount shown in the above table represents the current budget as a result of authorized GMP subcontract awards and other budget reallocations as a result of the GMP buyout process and the awards of CM@R's contracts and/or purchase orders through the Budget, Buyout and Contingency Management (BBC) requests approved by the Construction Committee through July 13, 2021. The GMP buyout process results in internal cost transfers between the different GMP elements within the GMP without changing the overall GMP amount previously-approved by the Aviation Authority Board.

The proposed GMP Amendment to BP No. S00148 does not have any impact on the small business participation for Construction Services.

On August 3, 2021, the Construction Committee recommended approval of Amendment No. 4 to Addendum No. 24 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture for BP No. S00148, South Terminal C, Phase 1, Landside Terminal Finishes (GMP No. 7-S.2) at the Orlando International Airport, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact is (\$614,341). Funding is credited to General Airport Revenue Bonds.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee and approve Amendment No. 4 to Addendum No. 24 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture for BP No. S00148, South Terminal C, Phase 1, Landside Terminal Finishes (GMP No. 7-S.2), for a total negotiated deductive GMP Amendment amount of (\$614,341), which includes a deductive amount of (\$585,000) from Allowances, a deductive amount of (\$4,516) from Performance and Payment Bonds, and a deductive amount of (\$24,825) from the CM@R's fee (4.211%), resulting in a revised total GMP amount of \$90,468,041, with funding credited to General Airport Revenue Bonds; and authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Davin D. Ruohomaki, Chairman, Construction Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Construction Committee to Approve No-Cost Addenda to the Continuing Architectural Consulting Services Agreements to Exercise the First One-Year Renewal Options

BACKGROUND

On December 12, 2018, the Aviation Authority Board approved Continuing Architectural Consulting Services Agreements with the following five firms:

- Alpha MRC, Inc.
- Bermello Ajamil & Partners, Inc.
- Eleven18 Architecture, PL
- MLM-Martin Architects, Inc.
- Rhodes & Brito Architects, Inc.

These agreements provide architectural and related professional services, including but not limited to, civil, environmental, structural, architectural, mechanical, electrical, plumbing, fire protection, landscaping and irrigation design services; planning, cost estimating and scheduling services; site analysis, surveying and geotechnical services and all other related services including coordination with the Aviation Authority, its Consultants, the City of Orlando, Florida and all agencies having jurisdiction over Orlando International Airport, the Orlando Executive Airport and Other Facilities operated by the Aviation Authority, such as the Federal Aviation Administration, the Transportation Security Administration, the Florida Department of Transportation, and the Orlando Utilities Commission.

The services may also include studies and preparation of reports involving program and scope definition and validation of projects, budget development, evaluation and documentation of existing conditions; design, bid/procurement and award, design-build criteria packages, permitting, construction administration, master document support, technical support, extension of staff, and review of documents prepared by others, design management support on various Aviation Authority projects and all other architectural and related professional services which may be required where the Aviation Authority elects not to solicit letters of interest by means of public advertisement. The continuing architectural services will be for projects with a construction value up to \$2 million. These services may be used where the Aviation Authority elects not to solicit letters of interest by means of public advertisement.

The terms of these continuing agreements include a three-year service agreement with optional renewal periods of two additional one-year terms upon mutual agreement of the Aviation Authority and the contractor.

On June 2, 2020, Alpha MRC, Inc. advised the Aviation Authority that, because of the COVID-19 pandemic, they were closing their office effective June 30, 2020. As a

result of this decision, Alpha MRC, Inc. requested that its agreement with the Aviation Authority be terminated effective June 30, 2020.

The remaining four current agreements will expire as follows:

Firm	Expiration Date
Bermello Ajamil & Partners, Inc.	January 2, 2022
Eleven18 Architecture, PL	January 2, 2022
MLM-Martin Architects, Inc.	January 15, 2022
Rhodes & Brito Architects, Inc.	January 2, 2022

These four firms have been responsive to the Aviation Authority's needs.

ISSUES

To maintain the continuing architectural consulting services on an as-needed basis, the first renewal option is required for each of the agreements. In response to the Aviation Authority's notification, all four firms have provided a letter of concurrence of the first one-year renewal option.

On July 20, 2021, the Construction Committee recommended approval of a No-Cost Addendum to each of the Continuing Architectural Consulting Services Agreements to exercise the first one-year renewal option, as outlined in the memorandum.

ALTERNATIVES

The Aviation Authority Board could request staff to advertise for new Continuing Architectural Consulting Services.

FISCAL IMPACT

There is no fiscal impact for these addenda. Future addenda will be based on specific tasks of work as assigned with approved funding source.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee and (1) approve a no-cost Addendum to the Continuing Architectural Consulting Services Agreement with Bermello Ajamil & Partners, Inc. to exercise the first one-year renewal option and extend the Agreement to January 2, 2023; (2) approve a no-cost Addendum to the Continuing Architectural Consulting Services Agreement with Eleven18 Architecture, PL to exercise the first one-year renewal option and extend the Agreement to January 2, 2023; (3) approve a no-cost Addendum to the Continuing Architectural Consulting Services Agreement with MLM-Martin Architects, Inc. to exercise the first one-year renewal option and extend the Agreement to January 15, 2023; (4) approve a no-cost Addendum to the Continuing Architectural Consulting Services Agreement with Rhodes & Brito Architects, Inc. to exercise the first one-year renewal option and extend the Agreement to January 2, 2023; and, (5) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority

FROM: Davin D. Ruohomaki, Chairman, Professional Services Committee

DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Professional Services Committee to (1) Rank Firms Shortlisted for Stormwater Drainage Atlas Update Consulting Services at the Orlando International Airport and (2) Award a Professional Services Agreement for Stormwater Drainage Atlas Update Consulting Services at the Orlando International Airport, to Kimley-Horn and Associates, Inc.

BACKGROUND

On May 2 and 5, 2021, a notice was publicly advertised requesting Letters of Interest (LOI) for Stormwater Drainage Atlas Update Consulting Services at the Orlando International Airport (MCO). The scope of services will consist of updating the existing drainage atlas to include and reflect current and, to the extent possible, future conditions of the drainage system of the entire MCO campus. The MCO campus includes any and all properties associated with MCO including, but not limited to, any property under the control of the Aviation Authority that is associated with MCO. Additionally, the professional services will include, but are not limited to, verification of as-built conditions including field verification, engineering calculations, engineering studies, technical studies permit research, verification of existing conditions, plan development in ACAD format, ICPR model review and upgrading, updating the Aviation Authority's Impervious Area Matrix and associated documentation, and other related services necessary, including coordination with the Aviation Authority, its Consultants, the City of Orlando and all agencies having jurisdiction over the MCO.

Proposers and their key personnel must be experienced in performing stormwater drainage atlas update consulting services for projects of a scope and nature related to airports or publicly-owned facilities. Proposers should have prior transportation planning experience coordinating with, meeting the requirements on projects funded by, and in accordance with the rules and regulations of public/governmental agencies, such as, but not limited to, the Florida Department of Transportation (FDOT), South Florida Water Management District (SFWMD), Department of Environmental Protection (DEP), the Orlando Utilities Commission (OUC), and other authorities having jurisdiction.

The Aviation Authority established a combined Minority-Women Business Enterprise (MWBE) and Local Developing Business (LDB)/Veteran Business Enterprise (VBE) participation goal of 16% for these services. Proposers were required to prepare a written action plan that demonstrated the proposer's understanding of the MWBE and LDB/VBE participation programs, and how the proposer would achieve the participation goals for these services. The written action plan was required that demonstrated the proposed role for each proposed MWBE and LDB/VBE subconsultant, including an estimated participation goal for each subconsultant, based on the scope of work identified in the advertised services. The action plan was also required to demonstrate how the Proposer would assist the MWBE and LDB/VBE subconsultants by either assisting these

subconsultants with obtaining appropriate levels of insurance coverage or by lowering subconsultant insurance thresholds to accommodate participation.

ISSUES

By June 3, 2021, two firms responded to the Aviation Authority's advertisement for the above-referenced services as follows, in alphabetical order:

- The Roderick Group, Inc. d/b/a Ardmore Roderick
- Kimley-Horn and Associates, Inc.

On June 22, 2021, the Professional Services Committee (PSC) met to consider the two LOIs. Based on the LOIs, staff's evaluation, and past performance on Aviation Authority or related projects, the PSC shortlisted both firms for further consideration.

On July 22, 2021, the PSC met to consider the shortlisted firms. Both shortlisted firms were interviewed and evaluated by the PSC based on the following criteria:

- Project approach
- Experience of the firm
- Key personnel experience
- Quality control program
- Insurance
- License
- Financial statements
- References
- MWBE and LDB/VBE participation

The PSC reviewed each firm's LOI and considered each interview. At the conclusion of the interviews and discussion, the PSC recommended the ranking below. It was the consensus of the PSC that the Kimley-Horn and Associates, Inc. was the most highly qualified to perform the required services based on past performance, the ability of the team, its willingness to meet time and budget requirements, its knowledge of the existing facilities, and other factors allowed by the Consultant's Competitive Negotiation Act (CCNA) Statutes.

First: Kimley-Horn and Associates, Inc. (KHA): KHA provided an excellent LOI, which included a very thorough project approach and concise understanding of the services required. KHA was very responsive during its interview. KHA is an engineering and consulting firm that has been in business for over 52 years, and has an office located in Orlando, FL. KHA's project manager is a registered professional engineer and has over 27 years of professional engineering experience and extensive experience with the Aviation Authority. KHA has significant depth experience in its firm and team, including significant Aviation Authority experience. KHA's similar project experience includes Volusia County Professional Aviation Planning Services for an Airport Master Plan Update at Daytona Beach International Airport, FL; Federal Emergency Management Agency (FEMA) Floodplan Analysis and Master Stormwater Conceptual Permitting at MCO; Overall Master Drainage Atlas at MCO; East Airfield Stormwater Master Plan at MCO; South Terminal C Engineering Services for the Airside Design at MCO; Continuing Civil Engineering Services (2008-2018) at MCO; Fort Lauderdale Executive Airport Master Drainage/Conceptual Environmental Resources Permit Project, FL; and, Babcock Ranch Community Watershed Master Plan, Charlotte and Lee Counties, FL. KHA provided the required quality control program, insurance, licensing, financial statements, and received positive reference responses. KHA proposed 20% MWBE and LDB/VBE participation, submitted a thorough action plan to assist its MWBE and LDB/VBE subconsultants, and provided its statement of commitment to the Aviation Authority's MWBE and LDB/VBE programs.

Second: The Roderick Group, Inc. d/b/a Ardmore Roderick (ARDMORE): ARDMORE provided a very good LOI, which included a thorough approach and clear understanding of the services required. ARDMORE was very responsive during its interview. ARDMORE is an engineering and consulting firm that has been in business for over 18 years, and has an office located in Orlando, FL. ARDMORE's project manager is a registered professional engineer and has over 17 years of professional engineering experience. ARDMORE has proposed an experienced team. ARDMORE's similar project experience includes Orlando Executive

Airport Drainage Atlas Update, FL; Continuing Civil Engineering Consulting Services at MCO; City of Chicago Department of Aviation ORL 21 Program, Midway Airport, IL; Lockheed Martin Space Systems, B810 Design/Build Project, Titusville, FL; and, Chicago NSR Create EW2 (Drainage Improvements) IL. ARDMORE provided the required quality control program, insurance, licensing, financial statements, and received positive reference responses. ARDMORE proposed 20% MWBE and LDB/VBE participation, submitted a thorough action plan to assist its MWBE and LDB/VBE subconsultants, and provided its statement of commitment to the Aviation Authority's MWBE and LDB/VBE programs.

ALTERNATIVES

The Aviation Authority Board may send the matter back to committee for further consideration or reject all submittals.

FISCAL IMPACT

There is no fiscal impact for the base agreement. Future addenda will be based on specific tasks of work as assigned.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Professional Services Committee and (1) approve the ranking of firms for Stormwater Drainage Atlas Update Consulting Services at the Orlando International Airport, as follows: First - Kimley-Horn and Associates, Inc.; and, Second - The Roderick Group, Inc. d/b/a Ardmore Roderick; (2) award a Professional Services Agreement for Stormwater Drainage Atlas Update Consulting Services at the Orlando International Airport, to the Kimley-Horn and Associates, Inc.; and, (3) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary contract documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4392

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Brad Friel, Chairman, Concessions/Procurement Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Concessions Procurement Committee to Approve Amendment No. 7, Contract Extension for Purchasing Contract 19-14, Travel and Support Services with AAA Club Alliance, Inc. d/b/a AAA Corporate Travel Services

BACKGROUND

The initial term of the Contract with AAA Club Alliance, Inc. d/b/a AAA Corporate Travel Services (AAA) was for 24 months, effective April 1, 2015, expiring March 31, 2017, with the Aviation Authority having three (3) options to renew the Contract for additional periods of one (1) year each. On June 23, 2020, the Contract was extended for an additional six (6) months by Purchasing Manager Memo effective April 1, 2020, and expiring on September 30, 2020. At its meeting on May 22, 2021, the Concessions/Procurement Committee extended the Contract a second time beginning October 1, 2020, and expiring on September 30, 2021.

The Contract with AAA provides all labor, supervision, equipment, supplies, and all other items necessary or proper for, or incidental to, providing support for the Aviation Authority's Travel Services Department to procure travel, provide travel assistance (including VIP travel assistance services), manage travel costs, provide policy compliance/monitoring, and traveler's expense reporting in accordance with the Contract Documents.

Additionally, at its meeting on September 16, 2019, the Concessions/Procurement Committee recommended the approval of Single Source Procurement Request #11-20, Travel Support and Expense Reporting Services with Certify, Inc. (Certify) for a cloud-based travel and expense report management solution for 39 months, through December 31, 2022. The services include the utilization of pre-approved expense report capabilities with on-line approval, as well as the provision of any travel assistance required for the Aviation Authority's staff.

The cloud-based travel booking service and expense report management solution with Certify has required integration through an electronic work-flow system that is being developed by the Aviation Authority's Business Application Team in order to facilitate the Aviation Authority's policies and procedures. Due to issues in this implementation, integration with the product proposed by Certify, and as a result of the deferring of all travel during the COVID-19 pandemic, the Contract with AAA was extended for the travel assistance portion only while the implementation issues are being resolved between the Aviation Authority's Business Application Team and Certify.

ISSUES

The current contract term with AAA expires on September 30, 2021. An additional extension is requested to provide continuity of travel services while the Aviation Authority is implementing the new cloud-based travel booking service and expense report management solution with Certify. The extension will become effective on

October 1, 2021, and expire on September 30, 2022. The Aviation Authority has the option to cancel the contract term with AAA prior to September 30, 2022, should the implementation with Certify be completed ahead of schedule.

The Small Business Development Department has reviewed the requirements for this purchase, and at the time the contract was awarded, MWBE or LDB/VBE goals were not established.

At its meeting on July 12, 2021, the Concessions Procurement Committee accepted staff's recommendation to extend the contract term with AAA for an additional one (1) year period beginning October 1, 2021, and expiring on September 30, 2022.

ALTERNATIVES

No alternatives to be considered.

FISCAL IMPACT

The fiscal impact for the extension is a not-to-exceed amount of \$15,000.00 with funding from the Operations and Maintenance Fund. Funding required in current and subsequent fiscal years will be allocated from the Operations and Maintenance Fund as approved through the budget process and when funds become available

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Concessions/Procurement Committee and (1) approve Amendment No. 7, Contract Extension for Purchasing Contract 19-14, Travel and Support Services with AAA Club Alliance, Inc. d/b/a AAA Corporate Travel Services beginning October 1, 2021, and expiring on September 30, 2022; (2) authorize funding in a not-to-exceed amount of \$15,000 from the Operations and Maintenance Fund; and (3) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4392

MEMORANDUM

TO: Members of the Aviation Authority
FROM: M. Carson Good, Chairman
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation to Confirm Appointment to the Construction Committee (Organizational Policy 120.02)

BACKGROUND

The objective of the Construction Committee is to evaluate, approve, and recommend approvals to the Aviation Authority Board, in accordance with the limits set forth in the policy, bids, proposals, requests for reimbursement, contract awards and contract modifications for construction projects and related projects and services with Construction or Engineering project funding sources, including planning, design, and construction related maintenance, and to provide guidance, coordination, development of plans and procedures relating to design and construction activities.

The Chief Executive Officer is authorized to make changes to committee memberships on an interim basis with ratification required by the Aviation Authority Board at its next regularly scheduled meeting

ISSUES

The recent resignation of the Director of Construction created a vacancy for Chairman. I concur with the recommendation of the Chief Executive Officer to appoint the Senior Director of Engineering and Construction as Chairman to fill this vacancy.

ALTERNATIVES

None

FISCAL IMPACT

None

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board accept the recommended change to Organizational Policy, Section 120.02, Construction Committee, and confirm the appointment of the Senior Director of Engineering and Construction as Chairman.

OBJECTIVE To evaluate, approve, and recommend approvals to the Aviation Authority Board in accordance with the limits set forth herein, bids, proposals, requests for reimbursement, contract awards and contract modifications for construction projects and related projects and services with Construction or Engineering project funding sources, including planning, design, and construction related maintenance, and to provide guidance, coordination, development of plans and procedures relating to design and construction activities.

**METHOD OF
OPERATION**

Composition The Construction Committee is composed of the following voting members:

- Senior Director of Engineering & Construction, Chair
- Chief Financial Officer, Vice Chair
- Director of Security
- Director of Information Technology
- Director of Maintenance

Serving in advisory capacity:

- Legal Counsel
- Aviation Authority Chairman’s Designee

The Chief Executive Officer is authorized to make changes to committee memberships on an interim basis with ratification required by the Aviation Authority Board at its next regularly scheduled meeting.

Quorum A quorum consists of a majority of the voting members of the Construction Committee.

Function The primary functions of the Construction Committee are to evaluate and approve, within the limit set forth herein, or to recommend approval by the Aviation Authority Board, the following:

1. Bids, proposals, requests for reimbursements and contract awards and modifications (such as addenda) for

- or related to Aviation Authority planning, design, construction, construction maintenance projects, for services that are predominantly related to construction projects, and all addenda and amendments for General Consultant Services;
2. Change orders;
 3. Proposed construction-related backcharges to Aviation Authority consultants and contractors;
 4. Settlement agreements on claims (except third-party liability claims or property damage claims);
 5. Such other bids, proposals and contract awards and addenda which the Chief Executive Officer deems appropriate for Construction Committee review;
 6. Recommend for approval amendments to contracts procured in accordance with the 450 Policy Series to increase the original not-to-exceed contract value in the amount of approved funding for a construction-related project, for services which are within the scope of the approved, original contract;
 7. Provide guidance, coordination and development of plans and policies relating to design and construction activities for the Aviation Authority.
 8. The Construction Committee shall also be responsible for carrying out the directives of the Capital Management Committee as they relate to procurement, contracting, and delivery methods for projects on the Capital Improvement Program (CIP); except that the Capital Management Committee shall not direct the evaluation of or ranking of any proposals, bids, or awards. The Construction Committee shall conduct evaluations of proposals, bids, and awards.
 9. On construction management at risk projects, in accordance with Policy 130.03, Construction Management Contracts, recommend proposed GMPs and GMP Amendments to the Aviation Authority Board, approve all CME subcontract awards, CME subcontract change orders, CME self-performed trade packages, Construction Change Directives and other actions

relating to GMP budget(s), buyout and contingency management.

10. The Construction Committee shall also be responsible for carrying out the directives of the Finance Committee as they relate to dispute resolution for projects on the CIP.
11. Determine matters involving Contractors to include on the Debarment List in accordance with Policy 130.04, Debarment of Contractors.

**Limits of
Approval of
Contracts and
Change Orders**

The Construction Committee has authority to approve Contracts in an amount up to and including \$250,000 and has authority to approve any contract modification (i.e. addendum, amendment, or change order) in an amount up to and including \$250,000, provided funding is available, and provided the funding source does not involve funding which requires Aviation Authority Board or City concurrence. Aviation Authority Board approval is required for any Contract that exceeds \$250,000, any contract modification (i.e. addendum, amendment, or change order) that exceeds \$250,000, and any contract action that requires City approval. Modifications or change orders to construction contracts that originally required Aviation Authority Board approval, which cumulatively increase the original construction contract performance period (or, if applicable, the revised contract performance period as previously approved by the Aviation Authority Board) by more than 10%, also require Aviation Authority Board approval.

On construction management at risk projects, Construction Committee can approve CME subcontract awards, change orders, and other actions relating to GMP budget(s), buyout, and contingency management in accordance with Policy 130.03, Construction Management Entity Contracts, provided that there is no corresponding change to the GMP price or substantial date(s) that have been previously approved by the Aviation Authority Board.

Notice

In compliance with the Florida Statutes governing public meetings, proper notice of Construction Committee meetings will be given and minutes will be published.

Meetings

Meetings are scheduled as necessary by the Committee Chair at a time and place designated by the Committee Chair.

Appeals

Contract award made or recommended by the Construction Committee may be appealed by submitting a written appeal request

to the Chief Executive Officer within five (5) business days of the action taken that is the subject of the appeal. Failure to appeal within this time frame shall constitute a waiver of the right to appeal.

See Also

For detailed descriptions of the functions of the Construction Committee, see:

- Policy 120.13, Capital Management Committee
- Policy 130.01, Construction Contracts and Changes
- Policy 130.02, Construction Related Professional and Consulting Services
- Policy 130.03, Construction Management Entity Contracts
- Policy 130.04, Debarment of Contractors

**APPROVAL AND
UPDATE HISTORY**

**Format and
Re-numbering
Approval**

Aviation Authority Board: August 28, 1991 (4R)

Last Approval

Aviation Authority Board: July 21, 2021
Chief Executive Officer: February 17, 2016

Supersedes

All Previous



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4392

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Yovannie Rodriguez, Esq., Chief Administrative Officer
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation to Approve Corrected Aviation Authority Board Date of December 15, 2021

BACKGROUND

On October 21, 2020, the following board meeting schedule for 2021 was adopted by the Aviation Authority Board:

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
20	17	17	21	19	16	21	18	15	20	10	8

ISSUES

Since then, it has been determined that December 8 is a scrivener's error. The December 2021 Aviation Authority Board date has been advertised and is scheduled for December 15.

ALTERNATIVES

No alternatives are being considered.

FISCAL IMPACT

There is no fiscal impact.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to approve the recommendation to: (1) Approve Corrected Aviation Authority Board Date of December 15, 2021; and (2) authorize staff and the Chief Executive Officer to execute any documents necessary to correct scrivener's error.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4392

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Kathleen M. Sharman, Chief Financial Officer
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation for Approval of an Amendment to the Fiscal Year 2021 Aviation Authority Budget and, if necessary, the Fiscal Year 2022 proposed Aviation Authority Budget

BACKGROUND

The Aviation Authority adopted Fiscal Year 2021 budget for Orlando International Airport (MCO) and Orlando Executive Airport (ORL), and will adopt Fiscal Year 2022 budget for MCO and ORL.

At the July 21, 2021, meeting of the Aviation Authority Board, the Aviation Authority adopted a resolution authorizing the use of up to \$223 million in federal relief act funds (Program Funds) to reimburse the Aviation Authority for funds used to redeem and defease certain outstanding debt obligations for purposes of reducing future debt service payments. It is the Aviation Authority's desire that the authorized redemption and defeasance of outstanding debt occur in Fiscal Year 2021. However, the timing of debt payments will depend, in part, on the timing of the Aviation Authority's receipt of Program Fund reimbursements. It is possible that a portion of the authorized debt payments will be paid, and a portion of the Program Funds received, in Fiscal Year 2022.

The Program Funds, when received, are Revenues under the Authority's Bond Resolution. The authorized redemption and defeasance of debt service, and the receipt of Revenues in the form of Program Funds, were not included in the Aviation Authority's 2021 budget, and will not be included in the Aviation Authority's proposed Fiscal Year 2022 budget.

ISSUES

In order to amend the Aviation Authority's budget, the Aviation Authority must provide notice to the City of Orlando and must provide ten (10) days' public notice in advance of the Aviation Authority's approval of such amendment. The notices have been given.

ALTERNATIVES

There are no alternatives under consideration.

FISCAL IMPACT

Since the authorized redemption and defeasance payments, and authorized expenses related thereto, will not exceed the Program Funds granted to the Aviation Authority, plus budgeted funds available for such purpose, the Aviation Authority does not expect a net increase or net decrease in remaining revenues in either the Fiscal Year 2021 budget or the proposed Fiscal Year 2022 budget, arising out of the amendments. The payment of debt service relating to such amendments are expected to result in a reduction of approximately \$250 million in future debt service payments.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation to approve the amendment to the Aviation Authority Budget for Fiscal Year 2021, and, if necessary, to the Aviation Authority proposed Budget for Fiscal Year 2022.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Phillip N. Brown, Chief Executive Officer
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation to Approve the Memorandum of Understanding with the Transportation Security Administration (TSA) for Transportation Security Equipment and Services regarding the Baggage Handling System Automated Screening Lanes

BACKGROUND

The design of the South Terminal C, Phase 1, (STC) Program includes eight (8) Automated Screening Lane (ASL) units to be furnished and installed by Vanderlande Industries as part of the baggage handling system. The TSA has proposed a Memorandum of Understanding to document the Authority's and TSA's mutual understanding of the parties' respective obligations as they coordinate their efforts to ensure successful operational readiness of the new STC passenger screening checkpoints. As stated in the MOU, the TSA has determined that the donation of the ASL units and related equipment and services to the TSA is in the best interest of the TSA as the ASLs will improve operational efficiencies and decrease wait times for the traveling public, and the Authority's offer and the TSA's acceptance of the equipment and services is intended to be mutually beneficial to both parties.

ISSUES

The proposed Memorandum of Understanding (MOU) provides that the Authority will procure and install eight (8) Vanderlande Automated Screening Lanes, with four (4) years of warranty and maintenance, as well as procure and install remote screening workstations and related furniture, install swing gates, ADA gates, podiums, install ETD units and BLS units, and install and integrate eight (8) Smiths Advanced Technology (AT) X-ray units with the ASLs.

The MOU provides that the Authority's design will meet all of TSA's requirements per the most recent version of the TSA's Checkpoint Requirements and Planning Guide (CRPG) and will procure the construction of all of the necessary site preparation and infrastructure (per the CRPG) for the equipment and associated Peripheral Equipment and Furniture, Fixtures and Equipment (FF&E). The Authority's obligations for procurement, design and construction are underway and are anticipated to be completed by early 2022.

The MOU also provides that the Authority will procure Acceptance Testing, in accordance with the approved testing plans and procedures, including:

- Site Acceptance Testing (SAT) of the Vanderlande ASLs
- Operational Readiness Test (ORT) of TSA-supplied Smiths AT X-ray units for integration with the ASLs
- Integrated Site Acceptance Testing (ISAT) of the Vanderlande ASLs and the Smiths AT X-ray units

Contracts for the testing services are currently under development and will be procured following the Authority's policies and procedures.

The MOU also lists the Transportation Security Equipment (TSE) to be provided by the TSA for the STC passenger screening checkpoints. The MOU includes the TSA's standard Terms and Conditions for Acceptable Capability, including indemnification provisions that require the Authority to indemnify the TSA for patent infringement and violations of trade secrets, copyrights, and rights of privacy or publicity, and any liability arising out of the Authority's delivery of the products or performance of the services under the MOU. It has been standard practice to obtain Authority Board approval of any contract that requires the Authority to indemnify another entity. The Authority's Design-Build-Operate-Maintain Contract with Vanderlande Industries includes indemnification obligations that cover the Authority's indemnification obligations to the TSA, to the extent allowed by Florida law.

ALTERNATIVES

There are no alternatives under consideration.

FISCAL IMPACT

There is no direct fiscal impact as a result of approving the Memorandum of Understanding (MOU) as the MOU provides that each party shall bear the cost of their own performance under the MOU. However, the MOU requires the Authority to procure certain products and services, such as the TSA-required testing services with a TSA-approved testing entity, and integration services by Vanderlande Industries. The additional fiscal impacts not already under contract are estimated at \$750,000 and are included in the Changing Regulatory Requirements Program in the proposed Capital Improvement Plan (CIP); the O&M costs required for the Checkpoint are included in the FY22 Baggage O&M costs.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Chief Executive Officer to approve the Memorandum of Understanding with the Transportation Security Administration and authorize the Chief Executive Officer to execute the necessary legal documents.

Item	Qty	Location	Procure	Source	Place / Install	Testing / Commissioning	Notes
ASL Lane	8	Checkpoint	GOAA	VI	VI	GOAA / Battelle	Acceptance Testing includes SAT of the ASLs and ISAT of the integrated AT with ASL
AT2 Legacy Lanes	2	Checkpoint	TSA	TSA	TSA	TSA	TSA to source through remag
WTMD (Walk through)	5	Checkpoint	TSA	TSA	TSA	TSA	TSA to source through remag
AIT	5	Checkpoint	TSA	TSA	TSA	TSA	TSA to source through remag
TDC	10	Checkpoint	TSA	TSA	TSA	TSA	Final number varies based on drawings
CAT	0	Checkpoint	TSA	TSA	TSA	TSA	12 units have been deployed at MCO, no additional units available at this time
Swing Gates	20	Checkpoint	TSA	TSA	GOAA	NA	2 per lane
ADA Gates	16	Checkpoint	TSA	TSA	GOAA	NA	ADA Gate Breakdown: Left hand- 7; Right hand- 9
Lexan Barriers	30	Checkpoint	TSA	TSA	GOAA	NA	Lexan Barrier Breakdown: 1 foot-12; 2 foot-9; 3 foot-7; 4 foot-2
TDC Podium	19	Checkpoint	TSA	TSA	GOAA	NA	Quantity based on approved concept drawings
Remote Screening Workstations	15	Remote Screening	GOAA	VI	VI	GOAA / Battelle	
Supervisor Workstation	1	Remote Screening	GOAA	VI	VI	GOAA / Battelle	
RWS Desk	16	Remote Screening	GOAA	GOAA	GOAA	NA	
RWS Chair	16	Remote Screening	GOAA	GOAA	GOAA	NA	
TDC Chair	19	Checkpoint	GOAA	GOAA	GOAA	NA	Quantity based on approved concept drawings
ASL / AT Chair	10	Checkpoint	GOAA	GOAA	GOAA	NA	
Stanchions	307	Checkpoint	GOAA	GOAA	GOAA	NA	Final number varies based on drawings
AT2 Units to be installed in ASL	8	Checkpoint	TSA	TSA	VI / OEM	GOAA / OEM / Battelle	VI to place unit. GOAA to contract OEM to perform commissioning and integration. In addition, OEM services will need to be contracted to provide support during isat testing. Acceptance Testing includes Operational Readiness Test (ORT) of the AT X-ray units
ETD Units	12	Checkpoint	TSA	TSA	GOAA / OEM	TSA	Quantity based on TSA Deployment Methodology
BLS Units	6	Checkpoint	TSA	TSA	GOAA / OEM	TSA	Quantity based on TSA Deployment Methodology
ETD Tables	2	Checkpoint	TSA	TSA	TSA	TSA	One for each standard lane AVS
Divest tables	2	Checkpoint	TSA	TSA	TSA	TSA	One for each standard lane
ETD/BLS Cabinet	6	Checkpoint	TSA	TSA	TSA	TSA	Quantity based on TSA Deployment Methodology
Duress Alarms	36	Checkpoint	TSA	TSA	TSA	TSA	Duress Alarm Breakdown: TDC-19; X-Ray-10; STSO-3; PSR-3; KCM-1
Smiths AVS	2	Checkpoint	TSA	TSA	TSA	TSA	One for each standard lane



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Phillip N. Brown, Chief Executive Officer
DATE: August 18, 2021

ITEM DESCRIPTION

Approval of the Rates and Charges for Orlando Executive Airport

BACKGROUND

Orlando Executive Airport ("ORL") issued its first comprehensive set of minimum standards, the Aeronautical Service Operator Minimum Standards on July 25, 2014, which were subsequently amended with a Revision #1 being issued on September 9, 2016 (the "Minimum Standards"). A Revision #2 is set to be issued after the March 2021 Aviation Authority Board meeting. The Minimum Standards set forth minimum requirements for commercial activities at ORL. The Aviation Authority Board approved the Fiscal Year 2021 Rates and Charges at its March 2021 meeting.

ISSUES

After implementing the Rates and Charges, it has become necessary to make minor changes for clarification purposes. Certain entities are leasing offices or portions of hangars from the Fixed Base Operator and then claiming exemption from payment of gross receipts. This was not the intent of the Minimum Standards or the Rates and Charges. As such, where a service category under the Minimum Standards does not require a minimum amount of land or hangar to lease, such as Mobile Repair and Maintenance, then that service will be required to pay a percentage of gross receipts.

Additionally, instead of having the rates and charges approved annually staff will bring back the Rates and Charges to the Board when it believes a change to same is required either due to operational changes or to update the rates.

Staff has prepared the attached proposed Rates and Charges, Orlando Executive Airport.

ALTERNATIVES

There are no alternatives under consideration.

FISCAL IMPACT

The fiscal impact from this item is to be determined.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board approve Orlando Executive Airport Rates and Charges.

ORLANDO EXECUTIVE AIRPORT RATES AND CHARGES

Permit Application Fee	Required with submittal of an application under the OEA Minimum Standards.	\$250.00
Annual Access Fee	Applicable to all permit holders without a lease with the Authority or approved sublease with a Fixed Base Operator (“FBO”) that meets the OEA Minimum Standards or any aeronautical service category that does not require a percentage of gross receipts payment.	\$1,200.00
Flight Instructor	All flight instructors operating at Orlando Executive Airport shall register and pay a registration fee. Flight instructors shall not be required to pay an application fee or Annual Access Fee.	\$100.00 onetime registration fee.
Percentage of Gross Receipts	Applicable to all permit holders without a lease with the Authority, approved Sublease with an FBO that meets the OEA Minimum Standards or in an exempt category. Notwithstanding the above, any category that does not require a minimum amount of land or hangar space requirement shall pay gross receipts.	5.5% of Gross Receipts
Exemption from Gross Receipts	Aircraft Washing and Detailing Banner Towing Airship Operations Flight Instructor	
Airship Operator	Applies to all airship operators.	\$50.00 per day for first four (4) days, \$25.00 per day thereafter, plus sales tax.

The Rates and Charges are subject to revision by the Greater Orlando Aviation Authority as it determines such changes are necessary or desirable to reflect current trends of commercial airport activity.

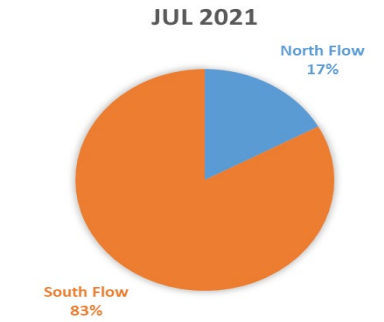
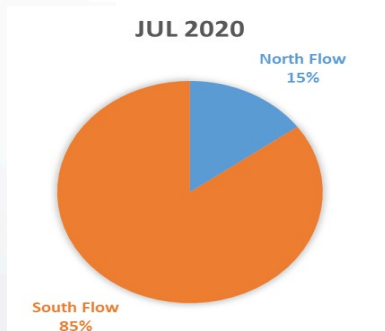
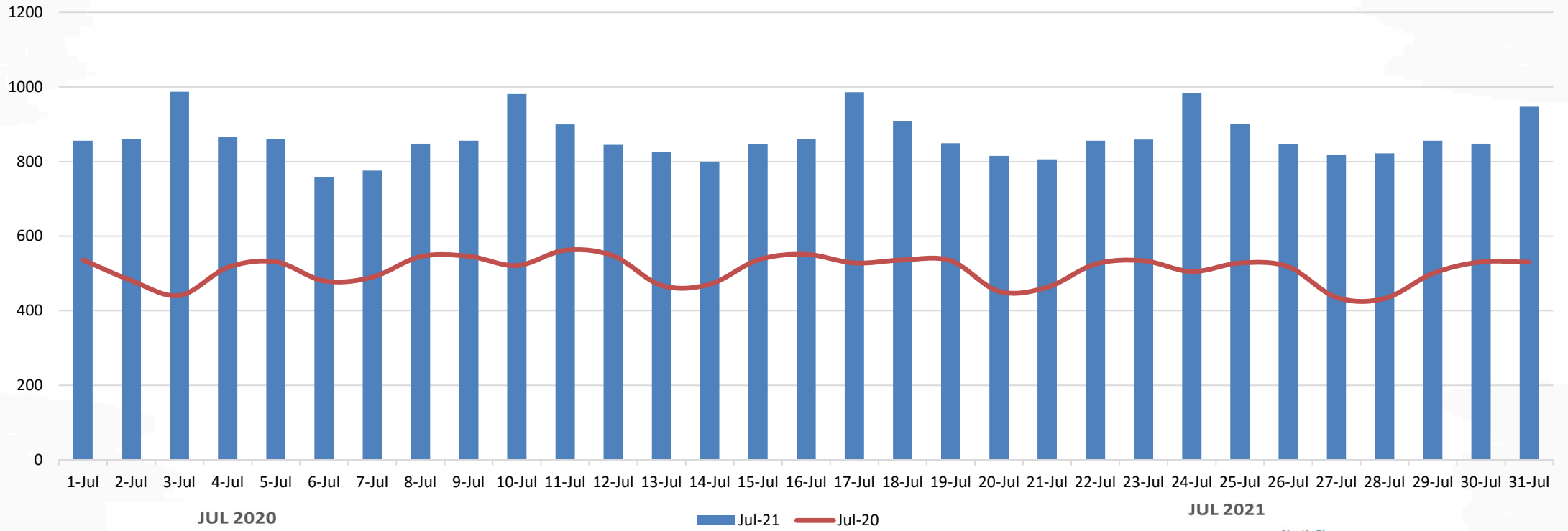


CEO REPORT
JULY 2021 DATA

DAILY FLIGHT ACTIVITY

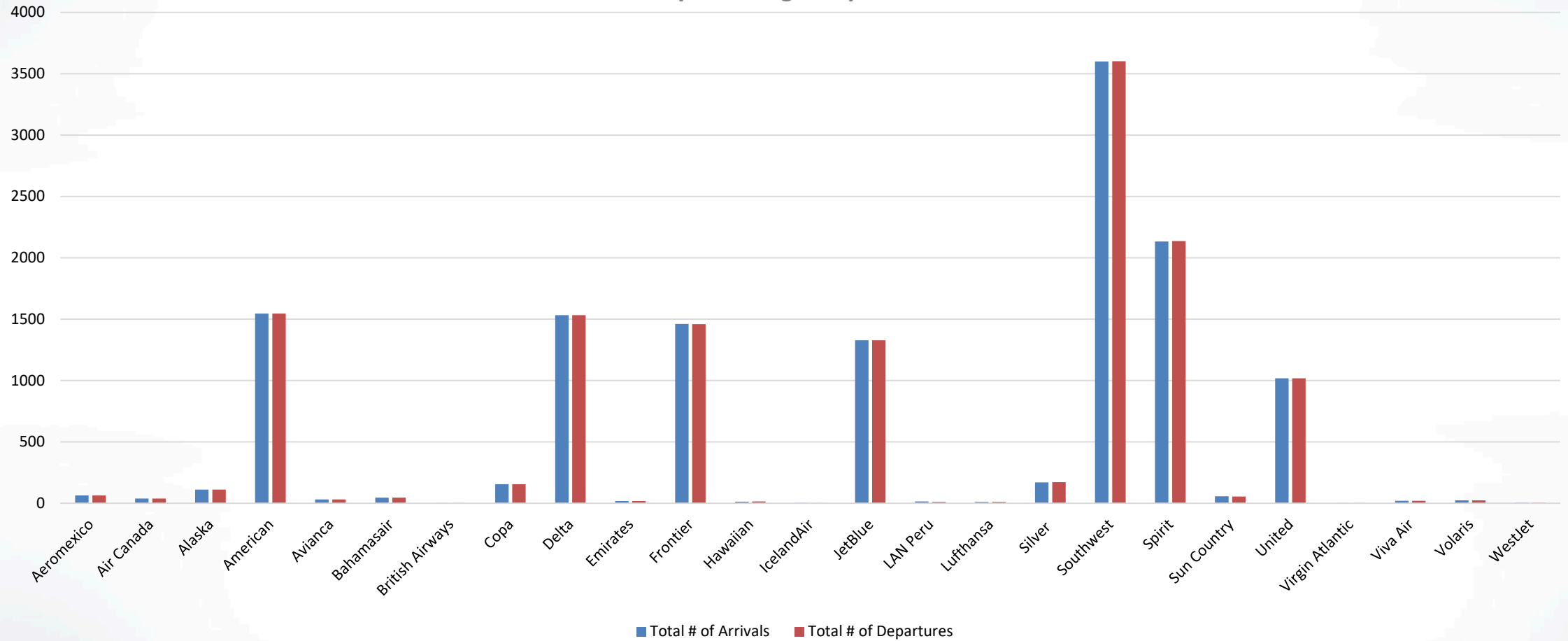
Total Number of Arriving and Departing Flights

MCO Operations – July 2021



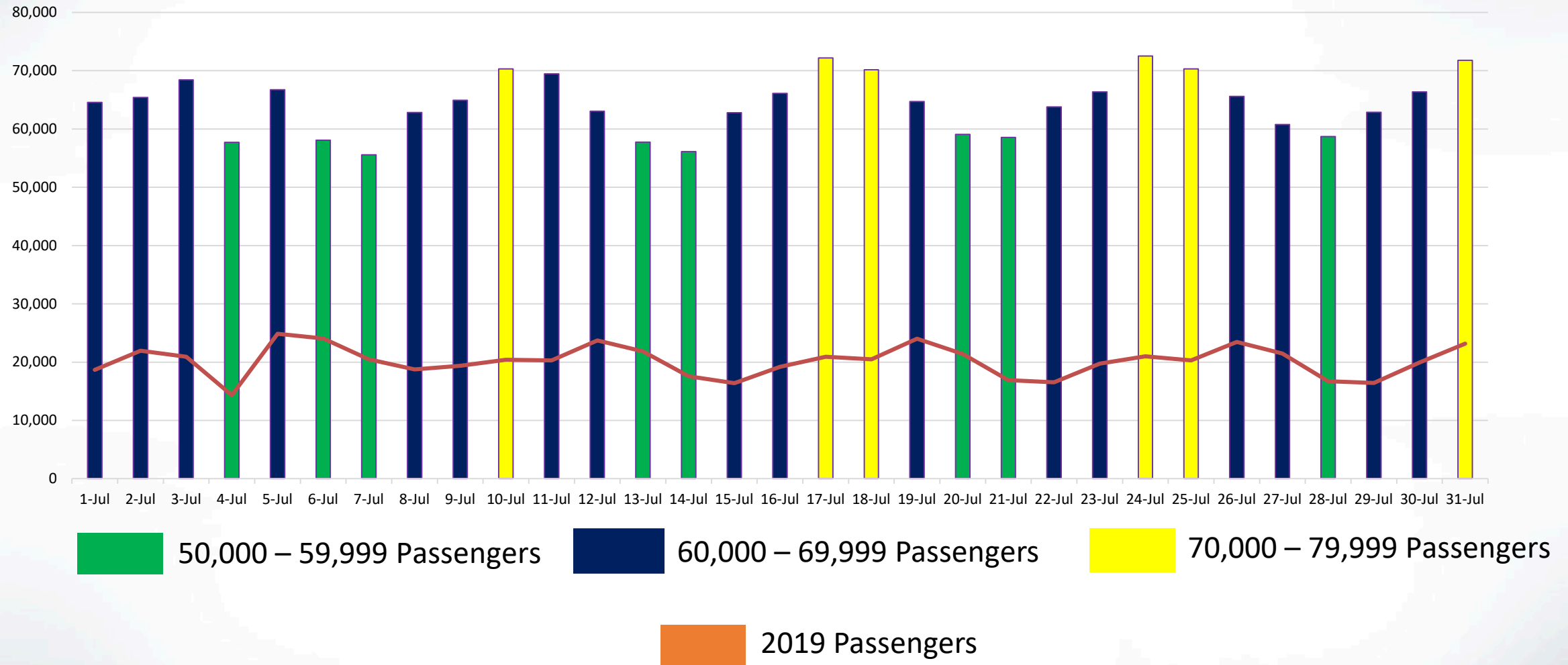
FLIGHT ACTIVITY BY AIRLINE

July 2021 Flights by Airline



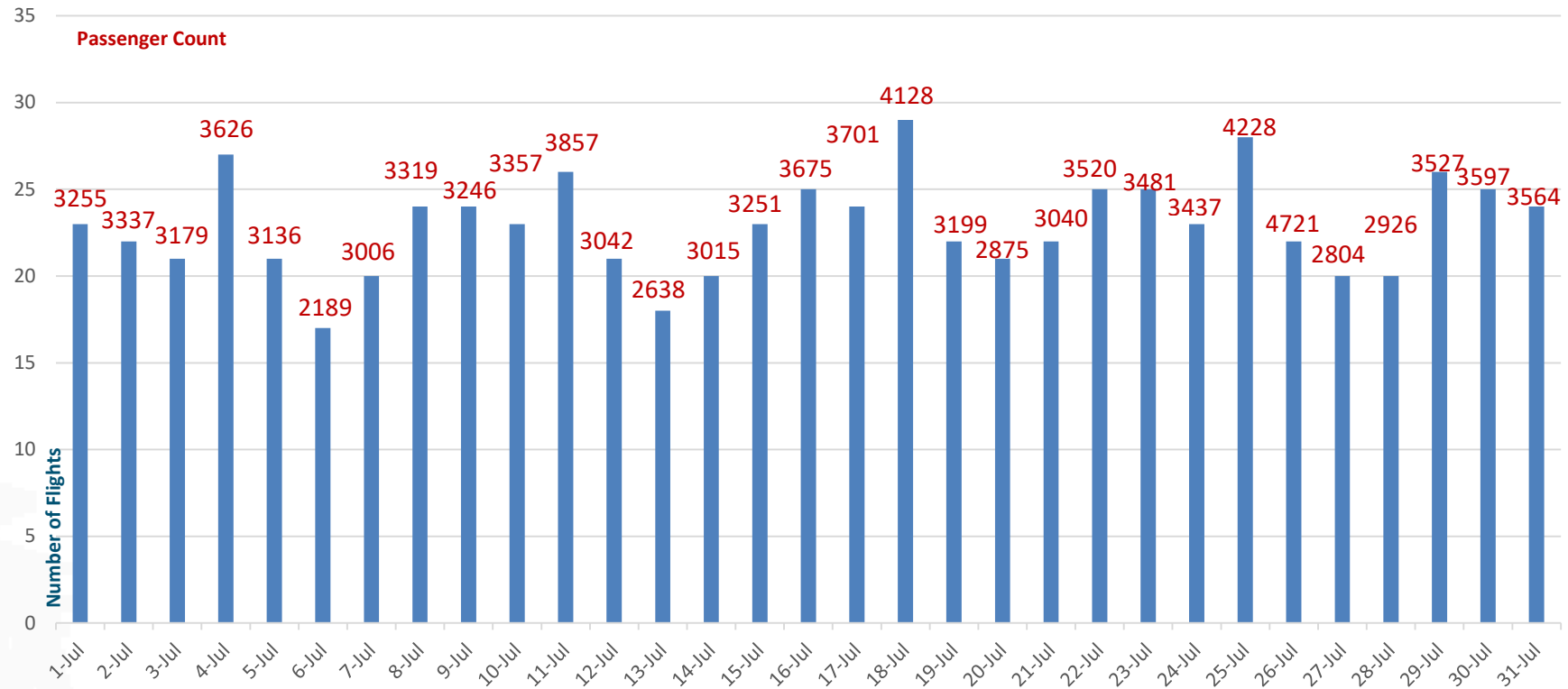
DAILY DEPARTING PASSENGERS

MCO Departing Passengers – July 2021



INTERNATIONAL ACTIVITY

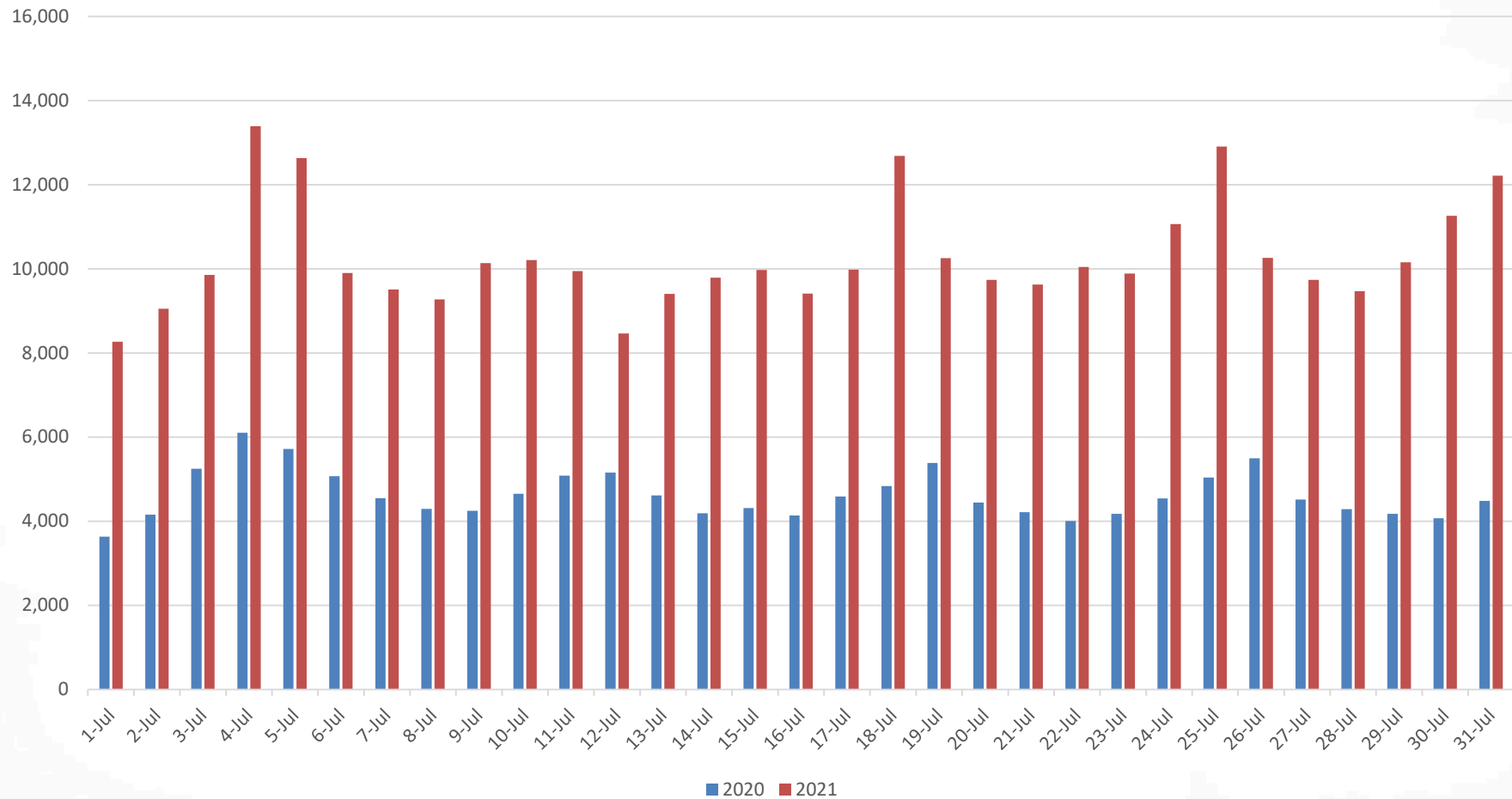
July 2021 International Flights and Passenger Counts



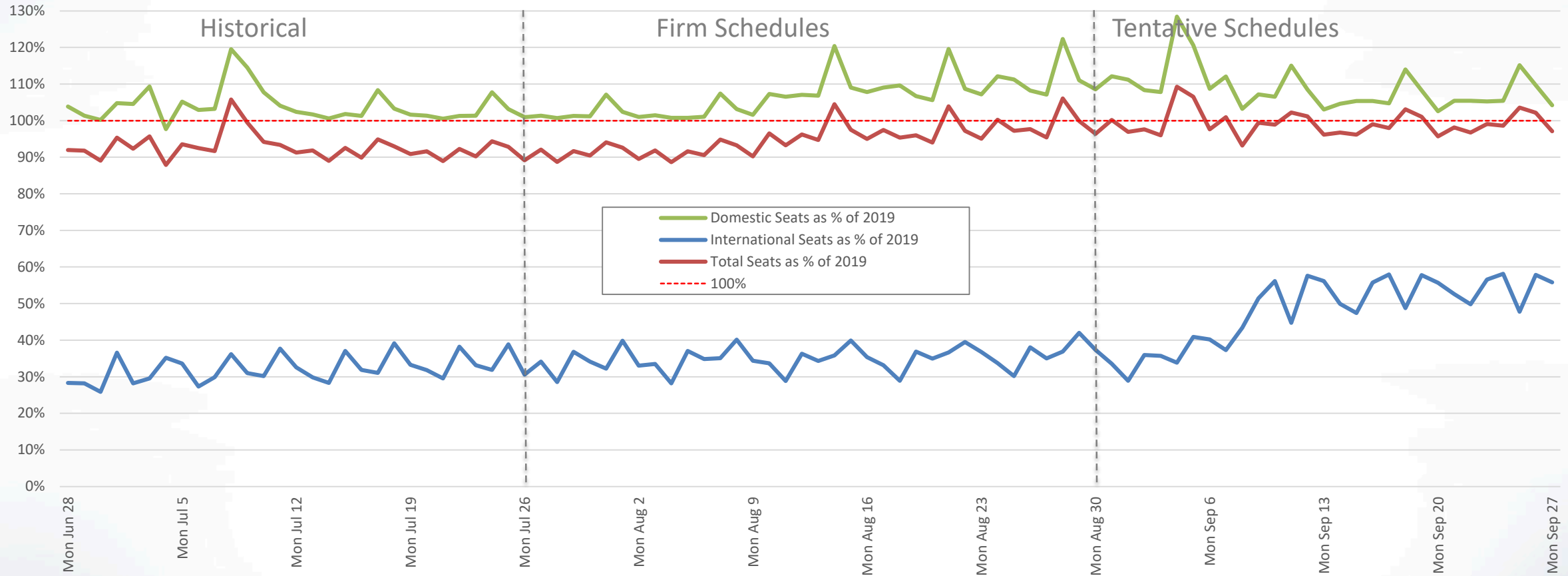
July 26th – Busiest day for international arrivals with 4,721 passengers

DAILY PARKING

MCO Daily Vehicle Count - July 2021



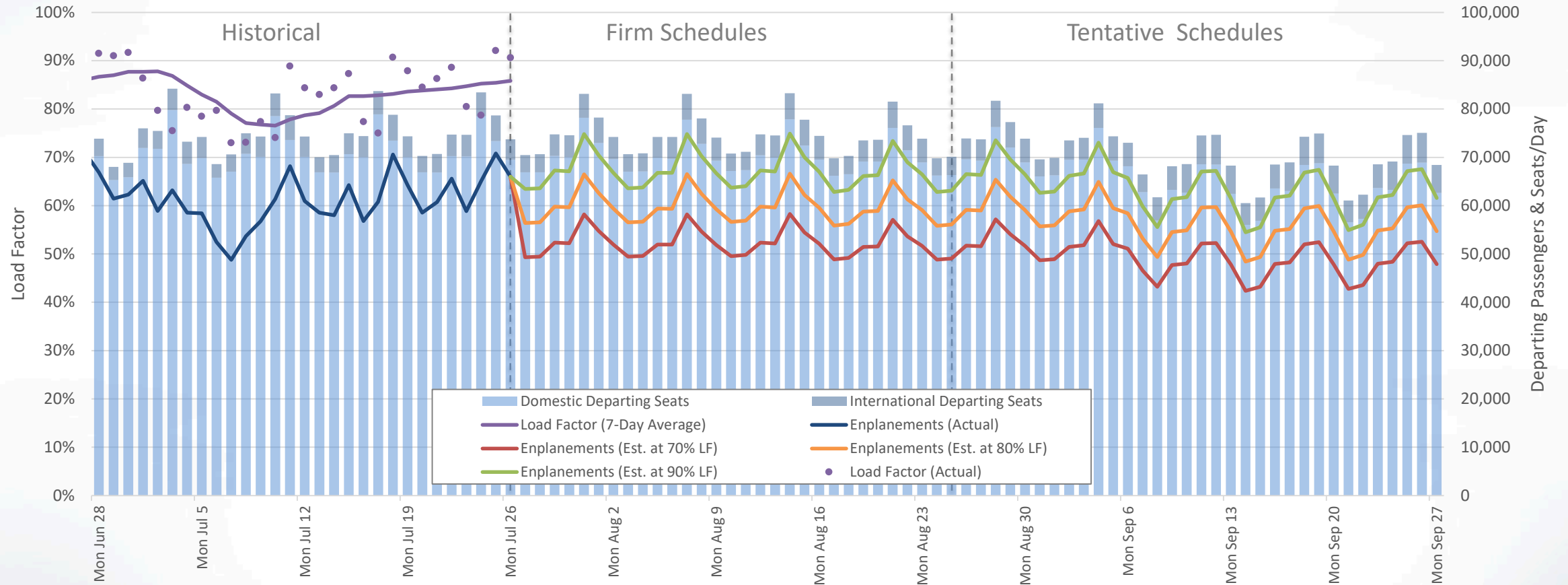
MCO Daily Seat Capacity Compared to 2019



NOTE: Airlines currently finalizing schedules approximately 30 days ahead of operation, therefore **future schedules may be subject to significant change**. International capacity also depends on country borders being reopened and government imposed travel bans being lifted.
 Source: Flight Schedules via Cirium FMI.

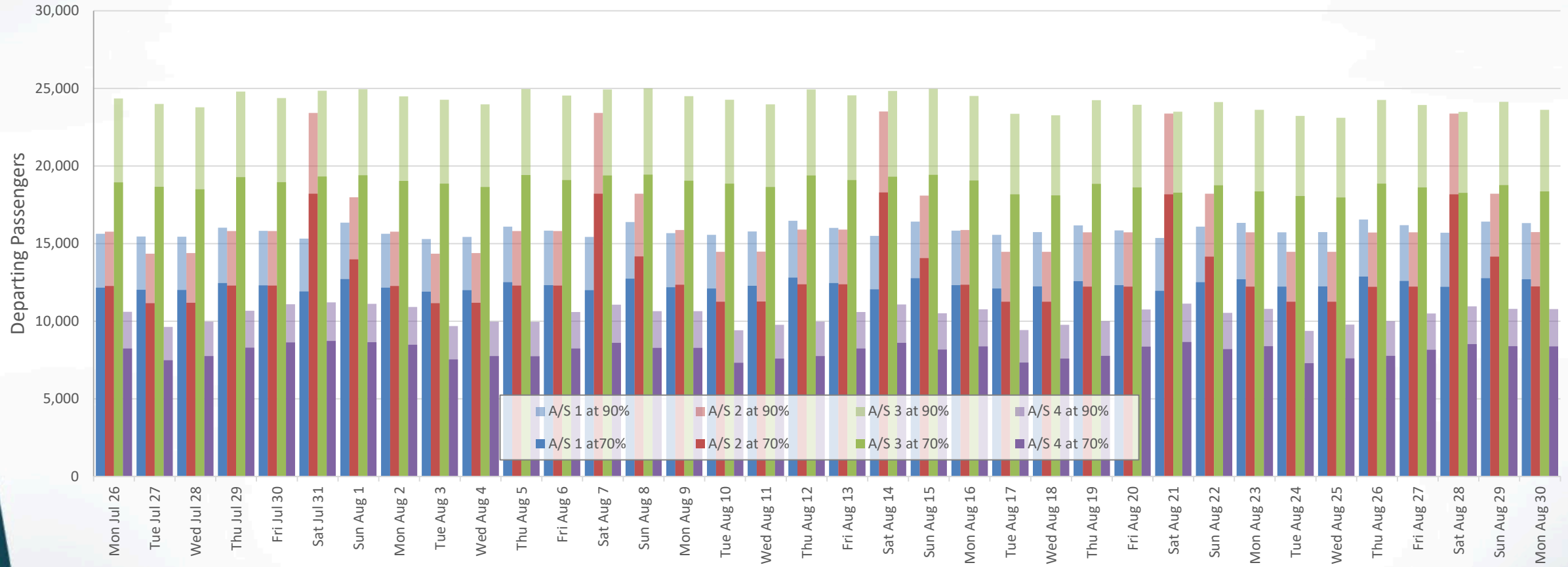
Updated: July 28, 2021

Daily Estimates at 70%, 80% & 90% Load Factors



NOTE: Airlines currently finalizing schedules approximately 30 days ahead of operation, therefore **future schedules may be subject to significant change**. International capacity also depends on country borders being reopened and government imposed travel bans being lifted. Source: RMS System (Historical) and Flight Schedules via Cirium Fmi (Future). Updated: July 28, 2021

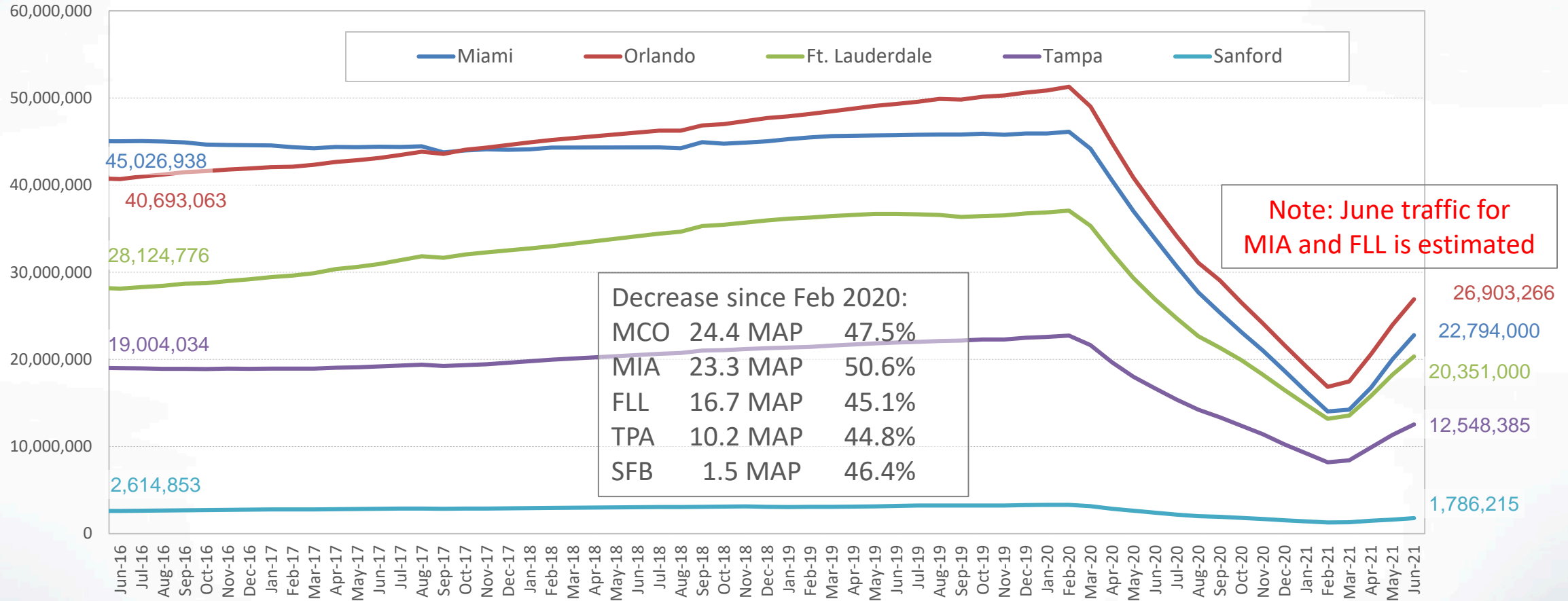
Estimated Enplanement Counts By Airside – NEXT 30 DAYS










NOTE: Airlines currently finalizing schedules approximately 30 days ahead of operation, therefore **future schedules may be subject to significant change**. International capacity also depends on country borders being reopened and government imposed travel bans being lifted.
 Source: Flight Schedules via Cirium FMI.












Updated: July 28, 2021

Rolling 12-month passenger traffic - 5 Year View



Tentative Service Start/Resumption Dates at MCO

Destination	Airline	Date
Port of Spain, Trinidad (u, g)		Aug 16
Hartford, CT		Sep 2
Indianapolis, IN		Sep 2
Toronto, Ontario		Sep 6
Montreal, Quebec		Sep 8
Guatemala City, Guatemala (u)	spirit	Sep 9
Montego Bay, Jamaica	spirit	Sep 9
Cartagena, Colombia (u)	spirit	Sep 10
Manchester, HN	spirit	Oct 7
Columbus, OH		Oct 8
New York/Stewart, NY (u)		Oct 25

Destination	Airline	Date
Amsterdam, Netherlands (u, g)		Nov 1
Fayetteville, AR (u)		Nov 1
Ft. Myers, FL		Nov 1
Harlingen, TX (u)		Nov 1
Pensacola, FL		Nov 1
Sioux Falls, SD (u)		Nov 1
Montego Bay, Jamaica (g)		Nov 2
Nassau, Bahamas (g)		Nov 2
El Paso, TX (u)		Nov 3
Antigua & Barbuda (u, g)		Nov 4
Cedar Rapids, IA (u)		Nov 4

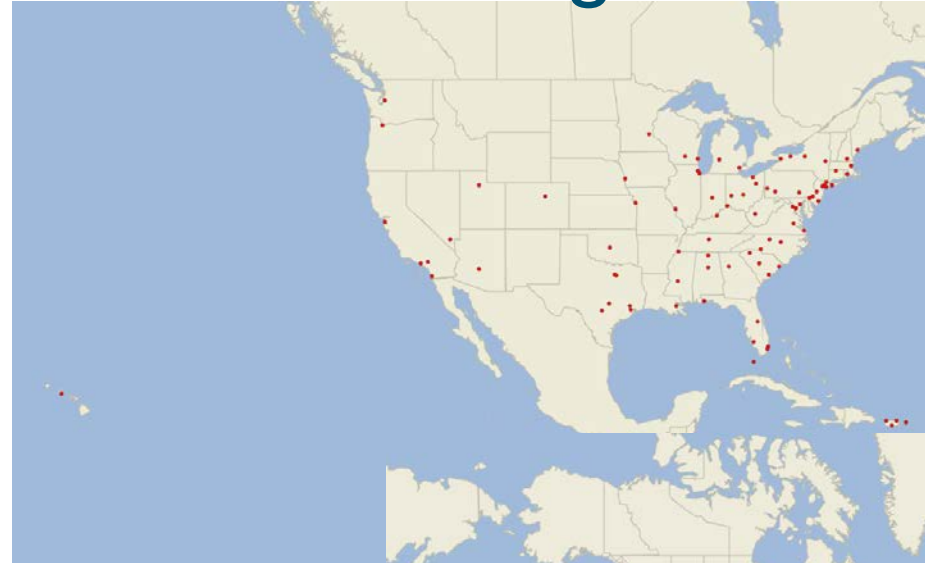
NOTE: Airlines currently finalizing schedules approximately 30 days ahead of operation, therefore **future schedules may be subject to significant change.**
 Source: Flight Schedules via Cirium FMI.

u: Currently unserved non-stop from MCO
 g: Subject to government approval/lifting of travel ban/border reopening

Updated: July 28, 2021

Destination & Airline Changes

	Domestic	International	Total
DESTINATIONS			
August 2021	85	21	106
July 2021	85	20	105
Added Since Last Month			
		Port of Spain, T&T	
Lost Since Last Month			
AIRLINES			
August 2021	11	17	24(*)
July 2021	11	16	23(*)
Added Since Last Month			
		Caribbean	
Lost Since Last Month			



(*) Some airlines provide both domestic and international service, therefore row does not necessarily sum to the total shown.

Source: Cirium Flight Schedules (Dio Mi).

Note: Details shown are for the specific months shown only, not for the rolling 12-month period.

CONCESSIONS

Location/Category	Total #	Open #	% Open
AS 1 F&B	9	8	89%
AS 2 F&B	14	14	100%
AS 3 F&B	11	11	100%
AS 4 F&B	12	11	92%
LS F&B	15	9	60%
F&B Total	61	53	87%
AS 1 Retail	6	6	100%
AS 2 Retail	8	8	100%
AS 3 Retail	5	5	100%
AS 4 Retail	6	6	100%
LS Retail	27	25	93%
Retail Total	52	50	96%
AS 1 Service	2	1	50%
AS 2 Service	1	1	100%
AS 3 Service	1	0	0%
AS 4 Service	2	1	50%
LS Service	4	4	100%
Service Total	10	7	70%
TOTALS	123	110	89%

JULY 2021 – FUEL OPERATIONS VOLUMES MCO



29.5M Gallons
(15% FTZ)

2.0M Departing Passengers
13.5K Departing Flights

★
MCO



Received
836 Trucks
6.6M Gallons



Received
22.1M Gallons
(Includes other supplier shipments)



Daily Avg: 952,462 gallons
Peak Day: 7/17 – 1,104,841
Low Day: 7/6 – 768,345

DISNEY COMMEMORATIVE

- Will Recognize Walt Disney World's 50th Anniversary
- Murals At APM Stations
- Signage In Baggage Claim Areas
- Photo Opportunity Location At Disney Stores
- Event Will Run From Sept. 25, 2021 Through Jan. 24, 2022

THE DESOTO GROUP RELOCATES HEADQUARTERS TO ORLANDO

- Company Provides Utility Support Services
- Formerly Located in Jacksonville
- Cited Advantages Of MCO As Major Factor In Decision To Move

AIRLINE UPDATES

FRONTIER EXPANSION

- 17 New Routes (international & domestic)
- Largest Single Announcement Of Route Additions At MCO

GOAA INVOLVEMENT WITH SPIRIT AIRLINES CANCELLATIONS

- One Of MCO's Busiest Carriers
- From August 1-11, 2021, 262 Departures and 279 Arrivals Impacted MCO's Daily Operation, Impacting Approximately 72,357 Customers
- Spirit Advised Issues Were Related to: Weather, Computer Issues, and Staffing
- While The Responsibility Resided With The Airline, Out Of Concern For Passenger Safety, Security And Comfort, GOAA Took A Hand In Mitigation Efforts
 - OPS personnel assisted with crowd control and queueing
 - provided information and directions
 - distributed water
 - provided additional counter space for Spirit to handle cancellation assistance



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Davin D. Ruohomaki, Chairman, Construction Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Construction Committee to Approve Amendment No. 12 to Addendum No. 8 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction, for Project Bid Package (BP) No. S00143, South Terminal C, Phase 1, Airside Terminal, Structure and Enclosure (Guaranteed Maximum Price (GMP) No. 6-S.1) at the Orlando International Airport

BACKGROUND

The South Terminal C, Phase 1, Program provides for a world-class domestic and international airport terminal building, consisting of a new airside terminal with up to 24 airline gates and a landside terminal with both secure and non-secure areas, and may include, but is not limited to all associated improvements and infrastructure required or related thereto, such as site work, roadways, aprons, runways, taxiways, other airfield work, utilities, landscaping, lighting, walkways, pedestrian bridges, expansion of the parking garage, a new and/or expanded chiller plant, aircraft loading bridges, and all interior design, such as concessions planning, ticketing, and security improvements, and baggage handling systems.

On March 19, 2017, the Aviation Authority's Finance Committee approved the award of a Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement to Hensel Phelps Construction.

Under the CM@R Agreement, the CM@R is entitled to reimbursement and compensation for the following, upon acceptable performance:

- Direct cost of the work is the actual cost for the subcontractor costs, direct labor, materials, and equipment required to construct the work,
- Allowances are estimated dollar amounts that are separately identified in a GMP for the purpose of encumbering funds to cover certain costs that are not completely defined when the GMP is approved, but may be necessary to complete the Project. An allowance means that the scope is not fully known or additional review is needed to determine whether the item is reimbursable,
- General condition expenses, such as CM@R management staff, limited to those set forth in the CM@R Agreement,
- CM@R Contingency is the negotiated amount or percentage of the Cost of the Work to be utilized for over-budget buyout of the work and for increases in the cost due to unforeseen circumstances relating to construction of the project, except when deemed the responsibility of the Owner in accordance with the Agreement,
- Owner Contingency is an amount or percentage of the Cost of the Work to be utilized by the Owner for items deemed the responsibility of the Owner in accordance with the Agreement,

- Performance and Payment rate set forth in the CM@R Contract is 0.66%, and
- The CM@R Fee covers the CM@R's overhead, profit and all other costs not reimbursable under the CM@R Contract. For Hensel Phelps Construction, the CM@R Fee is 6.031%.

Cost of allowances, contingencies and insurance will not be incurred until approved by the Aviation Authority.

On April 18, 2018, the Aviation Authority Board approved Addendum No. 8 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction for BP No. S00143, South Terminal C, Phase 1 Airside Terminal, Structure and Enclosure (GMP No. 6-S.1) at the Orlando International Airport, for a total negotiated GMP amount of \$150,612,012.

Since 2018, the Aviation Authority Board approved Amendment Nos. 1 through 11, resulting in a revised GMP amount of \$177,885,828.46, as follows:

Amendment No.	Board Date	Amount of GMP Amendment	Revised GMP Amount
1	April 17, 2019	\$ 2,177,678.00	\$152,789,690.00
2	June 19, 2019	\$ 2,492,267.00	\$155,281,957.00
3	August 28, 2019	\$ 3,569,651.00	\$158,851,608.00
4	August 28, 2019	\$31,178,461.00	\$190,030,069.00
5	November 13, 2019	(\$ 1,921,233.00)	\$188,108,836.00
6	March 18, 2020	\$ 732,434.00	\$188,841,270.00
7	July 15, 2020	(\$16,426,679.00)	\$172,414,591.00
8	August 19, 2020	\$ 1,387,557.00	\$173,802,148.00
9	February 2, 2021	\$ 1,102,381.61	\$174,904,529.61
10	March 17, 2021	\$ 2,121,532.19	\$177,026,061.80
11	June 16, 2021	\$ 859,766.66	\$177,885,828.46
Total		\$27,273,816.46	

The scope of BP No. S00143 provides for airside terminal early procurement, which includes concrete, steel and waterproofing, elevators/escalators, glass systems, skylights, Heating, Ventilation and Air Conditioning (HVAC), plumbing and fire suppression for South Terminal C.

ISSUES

This amendment increases Owner Contingency to fund pending and anticipated contingency requests.

The Owner's Authorized Representative (i.e., Geotech Consultants International, Inc. dba GCI, Inc.) and Hensel Phelps Construction have reviewed the current financial status and progress of the work in BP No. S00143, and have determined that, in accordance with the contract documents, it is appropriate at this time to increase the Owner Contingency, and Performance and Payment Bond, including the associated CM@R fee amount, as shown below.

GMP	Original GMP Budget (A)	Current GMP Balance* (B)	Proposed GMP Amendment (C)	Proposed Revised GMP (D) = (B) + (C)
Direct Cost of Work	\$106,464,047	\$164,480,205.00	\$ 0.00	\$164,480,205.00
Unbought Scope	\$ 26,656,850	\$ 0.00	\$ 0.00	\$ 0.00
Allowances	\$ 0	\$ 0.00	\$ 0.00	\$ 0.00
CM@R Contingency	\$ 6,656,045	\$ 1,152,887.00	\$ 0.00	\$ 1,152,887.00
Owner Contingency	\$ 1,331,209	\$ 1,027,852.65	\$2,623,315.49	\$ 3,651,168.14
SUBTOTAL:	\$141,108,151	\$166,660,944.65	\$2,623,315.49	\$169,284,260.14
Perf. & Payment Bond Fee (6.031%)	\$ 993,628	\$ 1,173,561.13	\$ 18,472.35	\$ 1,192,033.48
Total GMP Addendum Cost:	\$150,612,012	\$177,885,828.46	\$2,800,000.00	\$180,685,828.46

*The Current GMP Balance amount shown in the above table represents the current budget as a result of authorized GMP subcontract awards and other budget reallocations as a result of the GMP buyout process and the awards of CM@R's contracts and/or purchase orders through the Budget, Buyout and Contingency Management (BBC) requests approved

by the Construction Committee through July 20, 2021. The GMP buyout process results in internal cost transfers between the different GMP elements within the GMP without changing the overall GMP amount previously-approved by the Aviation Authority Board.

Hensel Phelps Construction is committed to 20% Minority and Women Business Enterprise (MWBE) and 4% Local Developing Business (LDB) participation for Construction Services. The proposed GMP Amendment for BP No. S00143 does not have any impact on the small business participation. Currently, Hensel Phelps Construction's estimated cumulative participation for BP No. S00143 is 22% MWBE and 4% LDB/Veteran Business Enterprise (VBE) for Construction Services.

On August 3, 2021, the Construction Committee recommended approval of Amendment No. 12 to Addendum No. 8 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction for BP No. S00143, South Terminal C, Phase 1 Airside Terminal, Structure and Enclosure (GMP No. 6-S.1) at the Orlando International Airport, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact is \$2,800,000. Funding is Passenger Facility Charges to the extent eligible, and General Airport Revenue Bonds.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee and approve Amendment No. 12 to Addendum No. 8 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction for BP No. S00143, South Terminal C, Phase 1, Airside Terminal, Structure and Enclosure (GMP No. 6-S.1) at the Orlando International Airport, for a total negotiated GMP Amendment amount of \$2,800,000, which includes \$2,623,315.49 for Owner Contingency, \$18,472,36 for Performance and Payment Bonds, and \$158,212.16 for the CM@R's Fee (6.031%), resulting in a revised GMP amount of \$180,685,828.46, with funding from Passenger Facility Charges to the extent eligible, and General Airport Revenue Bonds; and, authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority

FROM: Davin D. Ruohomaki, Chairman, Construction Committee

DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Construction Committee to Approve Amendment No. 4 to Addendum No. 19 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for Project Bid Package (BP) No. S00147, South Terminal C, Phase 1 Landside Terminal, Remaining Structure and Systems (Guaranteed Maximum Price (GMP) No. 7-S.1) at the Orlando International Airport

BACKGROUND

The South Terminal C, Phase 1, Program provides for a world-class domestic and international airport terminal building, consisting of a new airside terminal with up to 24 airline gates and a landside terminal with both secure and non-secure areas, and may include, but is not limited to, all associated improvements and infrastructure required or related thereto, such as site work, roadways, aprons, runways, taxiways, other airfield work, utilities, landscaping, lighting, walkways, pedestrian bridges, expansion of the parking garage, a new and/or expanded chiller plant, aircraft loading bridges, and all interior design, such as concessions planning, ticketing, and security improvements, and baggage handling systems.

On May 18, 2016, the Aviation Authority Board approved the award of a Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement to Turner-Kiewit Joint Venture.

Under the CM@R Agreement, the CM@R is entitled to reimbursement and compensation for the following, upon acceptable performance:

- Direct cost of the work is the actual cost for the subcontractor costs, direct labor, materials, and equipment required to construct the work,
- Allowances are estimated dollar amounts that are separately identified in a GMP for the purpose of encumbering funds to cover certain costs that are not completely defined when the GMP is approved, but may be necessary to complete the Project. An allowance means that the scope is not fully known or additional review is needed to determine whether the item is reimbursable,
- General condition expenses, such as CM@R management staff, limited to those set forth in the CM@R Agreement,
- CM@R Contingency is the negotiated amount or percentage of the Cost of the Work to be utilized for over-budget buyout of the work and for increases in the cost due to unforeseen circumstances relating to construction of the project, except when deemed the responsibility of the Owner in accordance with the Agreement,

- Owner Contingency is an amount or percentage of the Cost of the Work to be utilized by the Owner for items deemed the responsibility of the Owner in accordance with the Agreement,
- Performance and Payment Bond rate set forth in the CM@R Contract is 0.664%, and
- The CM@R Fee covers the CM@R's overhead, profit and all other costs not reimbursable under the CM@R Contract. For Turner-Kiewit Joint Venture, the CM@R Fee is 4.211%.

Cost of allowances, contingencies and insurance will not be incurred until approved by the Aviation Authority.

On October 10, 2018, the Aviation Authority Board approved Addendum No. 19 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture for BP No. S00147, South Terminal C, Phase 1, Landside Terminal, Remaining Structure and Systems (GMP No. 7-S.1), for a total negotiated GMP amount of \$158,731,417.

Since 2018, the Aviation Authority Board approved Amendment Nos. 1 through 3, resulting in a revised GMP amount of \$177,393,137, as follows:

Amendment No.	Board Date	Amount of GMP Amendment	Revised GMP Amount
1	September 18, 2019	\$12,532,793	\$171,264,210
2	September 16, 2020	\$ 4,235,228	\$175,499,438
3	March 17, 2021	\$ 1,893,699	\$177,393,137
Total		\$18,661,720	

The scope of BP No. S00147 provides the remaining structure and systems for the Landside Terminal, including, but not limited to, precast, masonry, miscellaneous metals, waterproofing and caulking, roofing, applied fireproofing, skylights, interior glass and glazing, doors, frames and hardware, drywall, framing and stucco, metal wall panels, miscellaneous metals, fire protection, and low voltage.

ISSUES

This amendment increases Owner Contingency to fund pending and anticipated contingency requests.

The Owner's Authorized Representative (i.e., Geotech Consultants International, Inc. dba GCI, Inc.) and Turner-Kiewit Joint Venture have reviewed the current financial status and progress of the work in BP No. S00147, and have determined that, in accordance with the contract documents, it is appropriate at this time to increase Owner Contingency, and Performance and Payment Bonds, including the associated CM@R fee amount, as shown below.

GMP	Original GMP Budget (A)	Current GMP Budget* (B)	Proposed GMP Amendment (C)	Proposed Revised GMP (D) = (B) + (C)
Direct Cost of Work	\$145,060,954	\$164,600,937	\$ 0	\$164,600,937
Unbought Scope	\$ 1,827,324	\$ 0	\$ 0	\$ 0
Allowances	(\$ 4,856,957)	\$ 0	\$ 0	\$ 0
CM@R Contingency	\$ 5,681,253	\$ 2,742,357	\$ 0	\$ 2,742,357
Owner Contingency	\$ 3,550,783	\$ 1,702,432	\$900,000	\$ 2,602,432
SUBTOTAL:	\$151,263,357	\$169,045,726	\$900,000	\$169,945,726
Perf. & Payment Bond Fee (4.211%)	\$ 1,053,977	\$ 1,179,237	\$ 6,948	\$ 1,186,185
	\$ 6,414,083	\$ 7,168,174	\$ 38,192	\$ 7,206,366
Total GMP Addendum Cost:	\$158,731,417	\$177,393,137	\$945,140	\$178,338,277

*The Current GMP Balance amount shown in the above table represents the current budget as a result of authorized GMP subcontract awards and other budget reallocations as a result of the GMP buyout process and the awards of CM@R's contracts and/or purchase orders through the Budget, Buyout and Contingency Management (BBC) requests approved by the Construction Committee through July 13, 2021. The GMP buyout process results in internal cost transfers between the different GMP elements within the GMP without changing the overall GMP amount previously-approved by the Aviation Authority Board.

Turner-Kiewit Joint Venture is committed to 20% Minority and Women Business Enterprise (MWBE) and 4% Local Developing Business (LDB) participation for Construction Services. The proposed GMP Amendment for BP No. S00147 does not have any impact on the small business participation. Currently, Turner-Kiewit Joint Venture's estimated cumulative participation for BP No. S00147 is 20% MWBE and 4% LDB/Veteran Business Enterprise (VBE) for Construction Services.

On August 3, 2021, the Construction Committee recommended approval of Amendment No. 4 to Addendum No. 19 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture for BP No. S00147, South Terminal C, Phase 1 Landside Terminal, Remaining Structure and Systems (GMP No. 7-S.1) at the Orlando International Airport, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact is \$945,140. Funding is from Passenger Facility Charges to the extent eligible and General Airport Revenue Bonds.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee and approve Amendment No. 4 to Addendum No. 19 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture for BP No. S00147, South Terminal C, Phase 1 Landside Terminal, Remaining Structure and Systems (GMP No. 7-S.1), for a total negotiated GMP Amendment amount of \$945,140, which includes \$900,000 for Owner Contingency, \$6,948 for Performance and Payment Bonds, and \$38,192 for the CM@R's fee (4.211%), resulting in a revised total GMP amount of \$178,338,277, with funding from Passenger Facility Charges to the extent eligible and General Airport Revenue Bonds; and authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority

FROM: Davin D. Ruohomaki, Chairman, Construction Committee

DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Construction Committee to Approve Amendment No. 14 to Addendum No. 16 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction, for Project Bid Package (BP) No. S00168, South Terminal C, Phase 1, Airside Terminal Interiors, Finishes and Specialties (Guaranteed Maximum Price (GMP) No. 6-S.4) at the Orlando International Airport

BACKGROUND

The South Terminal C, Phase 1, Program provides for a world-class domestic and international airport terminal building, consisting of a new airside terminal with up to 24 airline gates and a landside terminal with both secure and non-secure areas, and may include, but is not limited to, all associated improvements and infrastructure required or related thereto, such as site work, roadways, aprons, runways, taxiways, other airfield work, utilities, landscaping, lighting, walkways, pedestrian bridges, expansion of the parking garage, a new and/or expanded chiller plant, aircraft loading bridges, and all interior design, such as concessions planning, ticketing, and security improvements, and baggage handling systems.

On March 19, 2017, the Aviation Authority's Finance Committee approved the award of a Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement to Hensel Phelps Construction.

Under the CM@R Agreement, the CM@R is entitled to reimbursement and compensation for the following, upon acceptable performance:

- Direct cost of the work is the actual cost for the subcontractor costs, direct labor, materials, and equipment required to construct the work,
- Allowances are estimated dollar amounts that are separately identified in a GMP for the purpose of encumbering funds to cover certain costs that are not completely defined when the GMP is approved, but may be necessary to complete the Project. An allowance means that the scope is not fully known or additional review is needed to determine whether the item is reimbursable,
- General condition expenses, such as CM@R management staff, limited to those set forth in the CM@R Agreement,
- CM@R Contingency is the negotiated amount or percentage of the Cost of the Work to be utilized for over-budget buyout of the work and for increases in the cost due to unforeseen circumstances relating to construction of the project, except when deemed the responsibility of the Owner in accordance with the Agreement,

- Owner Contingency is an amount or percentage of the Cost of the Work to be utilized by the Owner for items deemed the responsibility of the Owner in accordance with the Agreement,
- Performance and Payment rate set forth in the CM@R Contract is 0.66%, and
- The CM@R Fee covers the CM@R's overhead, profit and all other costs not reimbursable under the CM@R Contract. For Hensel Phelps Construction, the CM@R Fee is 6.031%.

Cost of allowances, contingencies and insurance will not be incurred until approved by the Aviation Authority.

On October 10, 2018, the Aviation Authority Board approved Addendum No. 16 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction, for BP No. S00168, South Terminal C, Phase 1, Airside Terminal Interiors, Finishes and Specialties (GMP No. 6-S.4) at the Orlando International Airport, for a total negotiated GMP amount of \$59,922,390.

Since 2018, the Aviation Authority Board approved Amendment Nos. 1 through 12, resulting in a revised GMP amount of \$65,113,470, as follows:

Amendment No.	Board Date	Amount of GMP Amendment	Revised GMP Amount
1	April 17, 2019	\$ 468,841	\$60,391,231
2	June 19, 2019	\$1,552,997	\$61,944,228
3	August 28, 2019	\$3,882,459	\$65,826,687
4	November 13, 2019	(\$1,601,027)	\$64,225,660
5	June 17, 2020	(\$ 906,284)	\$63,319,376
6	July 15, 2020	(\$4,157,479)	\$59,161,897
7	August 19, 2020	(\$1,707,762)	\$57,454,135
8	November 11, 2020	\$2,765,789	\$60,219,924
9	February 2, 2021	(\$ 277,512)	\$59,942,412
10	March 17, 2021	\$2,223,127	\$62,165,539
11	May 19, 2021	\$1,067,352	\$63,232,891
12	June 16, 2021	\$ 844,448	\$64,077,339
13	July 21, 2021	\$1,036,131	\$65,113,470
Total		\$5,191,080	

The scope of BP No. S00168 includes the costs for the column covers, interior wall panels, tile, resilient tile and carpet, epoxy flooring, painting, interior specialties, roller window shades, bird control system, and low voltage systems.

ISSUES

This amendment increases Owner Contingency to fund pending and anticipated contingency requests.

The Owner's Authorized Representative (i.e., Geotech Consultants International, Inc. dba GCI, Inc.) and Hensel Phelps Construction have reviewed the current financial status and progress of the work in BP No. S00168, and have determined that, in accordance with the contract documents, it is appropriate at this time to increase Owner Contingency, and Performance and Payment Bond, including the associated CM@R fee amount, as shown below.

GMP	Original GMP Budget (A)	Current GMP Balance* (B)	Proposed GMP Amendment (C)	Proposed Revised GMP (D) = (B) + (C)
Direct Cost of Work	\$52,104,076	\$57,320,277	\$ 0	\$57,320,277
Unbought Scope Allowances	\$ 1,863,725	\$ 157,123	\$ 0	\$ 157,123
CM@R Contingency	(\$ 500,000)	\$ 422,508	\$ 0	\$ 422,508
Owner Contingency	\$ 2,138,712	\$ 617,248	\$ 0	\$ 617,248
	\$ 534,678	\$ 2,487,548	\$2,061,176	\$ 4,548,724
SUBTOTAL:	\$56,141,191	\$61,004,704	\$2,061,176	\$63,065,880
Perf. & Payment Bond Fee (6.031%)	\$ 395,324	\$ 429,572	\$ 14,514	\$ 444,086
	\$ 3,385,875	\$ 3,679,194	\$ 124,310	\$ 3,803,504
Total GMP Addendum Cost:	\$59,922,390	\$65,113,470	\$2,200,000	\$67,313,470

*The Current GMP Balance amount shown in the above table represents the current budget as a result of authorized GMP subcontract awards and other budget reallocations as a result of the GMP buyout process and the awards of CM@R's contracts and/or purchase orders through the Budget, Buyout and Contingency Management (BBC) requests approved by the Construction Committee through July 20, 2021. The GMP buyout process results in internal cost transfers between the different GMP elements within the GMP without changing the overall GMP amount previously-approved by the Aviation Authority Board.

Hensel Phelps Construction is committed to 20% Minority and Women Business Enterprise (MWBE) and 4% Local Developing Business (LDB) participation for Construction Services. The proposed GMP Amendment for BP No. S00168 does not have any impact on the small business participation. Currently, Hensel Phelps Construction's estimated cumulative participation for BP No. S00168 is 24% MWBE and 7% LDB/Veteran Business Enterprise (VBE) for Construction Services.

On August 3, 2021, the Construction Committee recommended approval of Amendment No. 14 to Addendum No. 16 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction, for BP No. S00168, South Terminal C, Phase 1, Airside Terminal Interiors, Finishes and Specialties (GMP No. 6-S.4) at the Orlando International Airport, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact is \$2,200,000. Funding is from Passenger Facility Charges to the extent eligible, and General Airport Revenue Bonds.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee and approve Amendment No. 14 to Addendum No. 16 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Hensel Phelps Construction, for BP No. S00168, South Terminal C, Phase 1, Airside Terminal Interiors, Finishes and Specialties (GMP No. 6-S.4) at the Orlando International Airport, for a total negotiated GMP Amendment amount of \$2,200,000, which includes \$2,061,176 for Owner Contingency, \$14,514 for Performance and Payment Bond, and \$124,310 for the CM@R's Fee (6.031%), resulting in a revised GMP amount of \$67,313,470, with funding from Passenger Facility Charges to the extent eligible, and General Airport Revenue Bonds; and authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority

FROM: Davin D. Ruohomaki, Chairman, Construction Committee

DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Construction Committee to Approve Amendment No. 5 to Addendum No. 20 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture, for Project Bid Package (BP) No. S00173, South Terminal C, Phase 1, Landside Terminal Mechanical/Electrical/Plumbing (MEP) Systems - Florida Department of Transportation (FDOT) (Guaranteed Maximum Price (GMP) No. 7-S.3) at the Orlando International Airport

BACKGROUND

The South Terminal C, Phase 1, Program provides for a world-class domestic and international airport terminal building, consisting of a new airside terminal with up to 24 airline gates and a landside terminal with both secure and non-secure areas, and may include, but is not limited to, all associated improvements and infrastructure required or related thereto, such as site work, roadways, aprons, runways, taxiways, other airfield work, utilities, landscaping, lighting, walkways, pedestrian bridges, expansion of the parking garage, a new and/or expanded chiller plant, aircraft loading bridges, and all interior design, such as concessions planning, ticketing, and security improvements, and baggage handling systems.

On May 18, 2016, the Aviation Authority Board approved the award of a Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement to Turner-Kiewit Joint Venture.

Under the CM@R Agreement, the CM@R is entitled to reimbursement and compensation for the following, upon acceptable performance:

- Direct cost of the work is the actual cost for the subcontractor costs, direct labor, materials, and equipment required to construct the work,
- Allowances are estimated dollar amounts that are separately identified in a GMP for the purpose of encumbering funds to cover certain costs that are not completely defined when the GMP is approved, but may be necessary to complete the Project. An allowance means that the scope is not fully known or additional review is needed to determine whether the item is reimbursable,
- General condition expenses, such as CM@R management staff, limited to those set forth in the CM@R Agreement,
- CM@R Contingency is the negotiated amount or percentage of the Cost of the Work to be utilized for over-budget buyout of the work and for increases in the cost due to unforeseen circumstances relating to construction of the project, except when deemed the responsibility of the Owner in accordance with the Agreement,

- Owner Contingency is an amount or percentage of the Cost of the Work to be utilized by the Owner for items deemed the responsibility of the Owner in accordance with the Agreement,
- Performance and Payment Bond rate set forth in the CM@R Contract is 0.664%, and
- The CM@R Fee covers the CM@R's overhead, profit and all other costs not reimbursable under the CM@R Contract. For Turner-Kiewit Joint Venture, the CM@R Fee is 4.211%.

Cost of allowances, contingencies and insurance will not be incurred until approved by the Aviation Authority.

On October 10, 2018, the Aviation Authority Board approved Addendum No. 20 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture for BP No. S00173, South Terminal C, Phase 1, Landside Terminal Mechanical/Electrical/Plumbing (MEP) Systems - FDOT (GMP No. 7-S.3), for a total negotiated GMP amount of \$112,987,835.

Since 2018, the Aviation Authority Board approved Amendment Nos. 1 through 4, resulting in a revised GMP amount of \$132,602,712, as follows:

Amendment No.	Board Date	Amount of GMP Amendment	Revised GMP Amount
1	August 28, 2019	\$ 4,875,593	\$117,863,428
2	September 18, 2019	\$10,897,857	\$128,761,285
3	September 16, 2020	\$ 2,317,855	\$131,079,140
4	March 17, 2021	\$ 1,523,572	\$132,602,712
Total		\$19,614,877	

The scope of BP No. S00173 provides mechanical, electrical and plumbing systems for the Landside Terminal.

ISSUES

This amendment increases Owner Contingency to fund pending and anticipated contingency requests.

The Owner's Authorized Representative (i.e., Geotech Consultants International, Inc. dba GCI, Inc.) and Turner-Kiewit Joint Venture have reviewed the current financial status and progress of the work in BP No. S00173, and have determined that, in accordance with the contract documents, it is appropriate at this time to increase the Owner Contingency, and Performance and Payment Bonds, including the associated CM@R fee amount, as shown below.

GMP	Original GMP Budget (A)	Current GMP Budget* (B)	Proposed GMP Amendment (C)	Proposed Revised GMP (D) = (B) + (C)
Direct Cost of Work	\$ 55,680,412	\$122,445,341	\$ 0	\$122,445,341
Unbought Scope	\$ 45,420,000	\$ 0	\$ 0	\$ 0
CM@R Contingency	\$ 4,044,016	\$ 1,482,905	\$ 0	\$ 1,482,905
Owner's Contingency	\$ 2,527,510	\$ 2,434,637	\$585,000	\$ 3,019,637
SUBTOTAL:	\$107,671,938	\$126,362,883	\$585,000	\$126,947,883
Perf. & Payment Bonds Fee (4.211%)	\$ 750,239	\$ 881,566	\$ 4,516	\$ 886,082
	\$ 4,565,658	\$ 5,358,263	\$ 24,825	\$ 5,383,088
Total GMP Addendum Cost:	\$112,987,835	\$132,602,712	\$614,341	\$133,217,053

*The Current GMP Balance amount shown in the above table represents the current budget as a result of authorized GMP subcontract awards and other budget reallocations as a result of the GMP buyout process and the awards of CM@R's contracts and/or purchase orders through the Budget, Buyout and Contingency Management (BBC) requests approved by the Construction Committee through July 13, 2021. The GMP buyout process results in internal cost transfers between the different GMP elements within the GMP without changing the overall GMP amount previously-approved by the Aviation Authority Board.

Turner-Kiewit Joint Venture proposed 10% Disadvantaged Business Enterprise (DBE) participation to BP No. S00173 for Construction Services, in lieu of Minority and Women Business Enterprise (MWBE) and Local Developing Business (LDB) participation goals. The proposed Amendment to Addendum No. 20 for BP No. S00173 does not have any

impact on the small business participation. Currently, Turner-Kiewit Joint Venture's estimated cumulative participation for BP No. S00173 is 11% DBE.

On August 3, 2021, the Construction Committee recommended approval of Amendment No. 5 to Addendum No. 20 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture for BP No. S00173, South Terminal C, Phase 1, Landside Terminal Mechanical/Electrical/Plumbing (MEP) Systems - FDOT (GMP No. 7-S.3) at the Orlando International Airport, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact is \$614,341. Funding is from Passenger Facility Charges to the extent eligible, and General Airport Revenue Bonds.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee and approve Amendment No. 5 to Addendum No. 20 to the Construction Management at Risk (CM@R) Entity Services for South Terminal C, Phase 1, Agreement with Turner-Kiewit Joint Venture for BP No. S00173, South Terminal C, Phase 1, Landside Terminal Mechanical/Electrical/Plumbing (MEP) Systems - FDOT (GMP No. 7-S.3), for a total negotiated GMP Amendment amount of \$614,341, which includes \$585,000 for Owner Contingency, \$4,516 for Performance and Payment Bonds, and \$24,825 for the CM@R's fee (4.211%), resulting in a revised GMP amount of \$133,217,053, with funding from Passenger Facility Charges to the extent eligible, and General Airport Revenue Bonds; and authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority

FROM: Davin D. Ruohomaki, Chairman, Construction Committee

DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Construction Committee to Approve a Job Order Construction Services Addendum to the Continuing Horizontal Construction Services Agreement with Carr & Collier, Inc. for Project H-00341, Checkpoint Alpha Refurbishment, at the Orlando International Airport

BACKGROUND

In 2018, the firms providing Continuing Horizontal Construction Services were selected through a competitive award process. Carr & Collier, Inc. is one of the Aviation Authority's continuing horizontal contractors.

H-00341 will refurbish and install new facilities at the existing Checkpoint Alpha security checkpoint to render the checkpoint usable for security screening at the Orlando International Airport.

The work was directly negotiated with Carr & Collier, Inc. because Carr & Collier, Inc. is familiar with the checkpoint area and have badged personnel and vehicles in place to begin work as soon as authorized. Carr & Collier, Inc. also has specialty experience with working inside the Airfield Operations Area (AOA) as well as coordinating project access with the Aviation Authority's Airfield Operations.

The construction is scheduled to start in August 2021 and complete in January 2022.

ISSUES

Carr & Collier, Inc. has proposed a total direct-negotiated amount of \$463,227.41 for construction services for H-00341. The price proposed by Carr & Collier, Inc. has been reviewed and determined to be reasonable, and the scope has been verified. Carr & Collier, Inc. will be able to complete the project for the amount proposed and within the Aviation Authority's schedule.

The Aviation Authority has reviewed the proposal from Carr & Collier, Inc. and determined that Carr & Collier, Inc. proposes to achieve 24.3% Minority and Women Business Enterprise (MWBE) participation on this construction contract.

On July 20, 2021, the Construction Committee recommended approval of a Job Order Construction Services Addendum to the Continuing Horizontal Construction Services Agreement with Carr & Collier, Inc. for H-00341, Checkpoint Alpha Refurbishment, at the Orlando International Airport, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

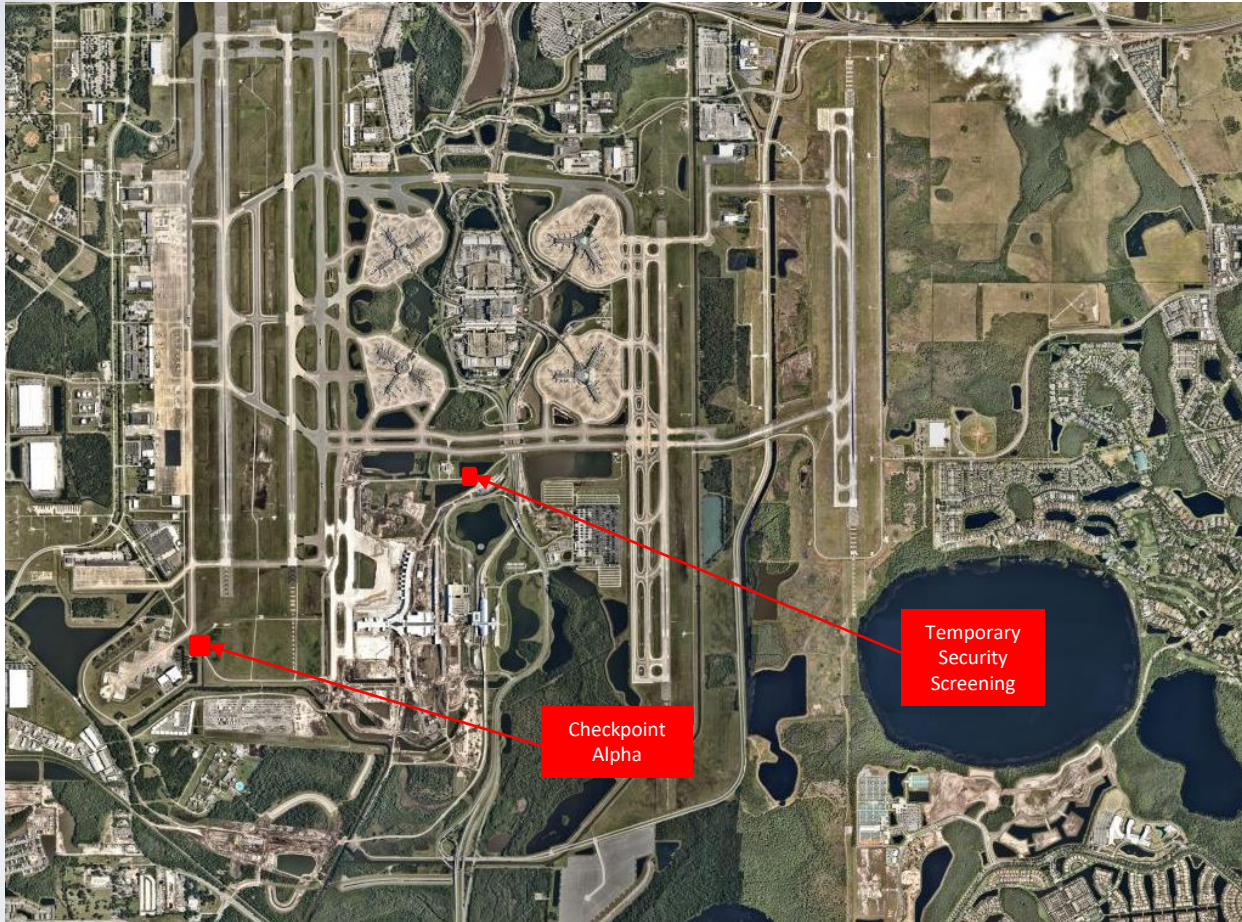
The fiscal impact is \$463,227.41. Funding is from previously-approved Capital Expenditure Funds.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee and approve a Job Order Construction Services Addendum to the Continuing Horizontal Construction Services Agreement with Carr & Collier, Inc. for H-00341, Checkpoint Alpha Refurbishment, at the Orlando International Airport, for the total direct-negotiated amount of \$463,227.41, with funding from previously-approved Capital Expenditure Funds; and, authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.

H-00341

Site Map





GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Davin D. Ruohomaki, Chairman, Construction Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Construction Committee to Approve an Addendum to the Program and Project Management Services for South Terminal C, Phase 1, Agreement with Kraus-Manning, Inc. for Fiscal Year (FY) 2022 Construction Phase Owner's Authorized Representative (OAR) Construction Management Support and Cost Estimating Services for W-S00111, South Terminal C, Phase 1 - Program and Project Management Services (OAR), at the Orlando International Airport

BACKGROUND

In 2015, the firms providing Program and Project Management Services for South Terminal C Program were selected through a competitive award process. These services are paid for on an annual basis through program duration.

On October 21, 2015, the Aviation Authority Board approved a Program and Project Management Services Agreement for the South Terminal C, Phase 1, at the Orlando International Airport, with Kraus-Manning, Inc. These Services may include, but are not limited to, any and all services necessary for the management of the various Authority contracts for the Project, the management of design from planning and conceptual design phase through detailed design, bidding and award of construction contracts; extension of staff services, development of design criteria documents, specifications review and coordination, Building Information Modeling (BIM) development and implementation and management of construction contracts, including design/build and construction management at risk; management of the construction and commissioning of projects including performing as the Owner's Authorized Representative (OAR); development and implementation of project cost controls and documents; providing material testing, quantity surveying, construction inspection, construction safety compliance inspection, and other services required to verify compliance of construction with contract documents; providing cost estimating, cost control, scheduling, progress reporting, and planning services to support both design and construction activities; negotiating contracts for project related professional and construction services required from the Authority's other consultants and contractors; coordination with the Federal Aviation Administration (FAA), the Transportation Security Administration (TSA), the Florida Department of Transportation (FDOT), and other governmental agencies on project-related issues; coordination of the activities of multiple consultants and contractors onsite; and all other related services, which may be required to accomplish the planning, funding, design, bidding and award, construction, commissioning and operation of the Project, which includes both existing and future facilities.

ISSUES

A fee has been negotiated with Kraus-Manning, Inc. for a total amount of \$558,610 for FY 2022 Construction Phase OAR Construction Management Support and Cost Estimating Services for W-S00111, South Terminal C, Phase 1 - Program and Project Management Services (OAR), at the Orlando International Airport. These services will provide support services for the construction management efforts and cost estimating services,

and will include, but are not limited to, assisting with Guaranteed Maximum Price (GMP) evaluations, extended Construction Management at Risk (CM@R) support services, design production estimates, value engineering support, overall program budget, and change management pricing evaluation efforts. Services will be provided from October 1, 2021, through March 31, 2022.

The Aviation Authority has reviewed the proposal from Kraus-Manning, Inc., and determined that, due to the specialized scope of the services, Kraus-Manning, Inc. does not propose any small business participation on this addendum.

On August 3, 2021, the Construction Committee recommended approval of an Addendum to the Program and Project Management Services Agreement for South Terminal C, Phase 1, Program, with Kraus-Manning, Inc. for FY 2022 Construction Phase OAR Construction Management Support and Cost Estimating Services for W-S00111, South Terminal C, Phase 1 - Program and Project Management Services (OAR), at the Orlando International Airport, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact is \$558,610. Funding is from FDOT Grants to the extent eligible, Passenger Facility Charges to the extent eligible, Customer Facility Charges to the extent eligible, and General Airport Revenue Bonds.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee and approve an Addendum to the Program and Project Management Services Agreement for South Terminal C, Phase 1, Program, with Kraus-Manning, Inc. for FY 2022 Construction Phase OAR Construction Management Support and Cost Estimating Services for W-S00111, South Terminal C, Phase 1 - Program and Project Management Services (OAR), at the Orlando International Airport, for a total not-to-exceed fee amount of \$558,610, with funding from FDOT Grants to the extent eligible, Passenger Facility Charges to the extent eligible, Customer Facility Charges to the extent eligible, and General Airport Revenue Bonds; and authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Davin D. Ruohomaki, Chairman, Construction Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Construction Committee to Approve of an Addendum to the Technology and Multi-Media Systems Specialty Engineer for the South Terminal C, Phase 1, Agreement with Burns Engineering, Inc. for Fiscal Year (FY) 2022 Construction Administration Services for W-S00113, South Terminal C, Phase 1 - Technology and Multi-Media Services, at the Orlando International Airport

BACKGROUND

The South Terminal C, Phase 1, Program provides for a world-class domestic and international airport terminal building, consisting of a new airside terminal with up to 24 airline gates and a landside terminal with both secure and non-secure areas, and may include, but is not limited to, all associated improvements and infrastructure required or related thereto, such as sitework, roadways, aprons, runways, taxiways, other airfield work, utilities, landscaping, lighting, walkways, pedestrian bridges, expansion of the parking garage, a new and/or expanded chiller plant, aircraft loading bridges, and all interior design, such as concessions planning, ticketing, and security improvements, and baggage handling systems.

In 2015, the firm providing Technology and Multi-Media Systems Specialty Engineering Services for the South Terminal C Program was selected through a competitive award process. These services are paid for on an annual basis through program duration.

On August 19, 2015, the Aviation Authority Board approved the Technology and Multi-Media Systems Specialty Engineer for the South Terminal C, Phase 1, Agreement to Burns Engineering, Inc.

ISSUES

A fee has been negotiated with Burns Engineering, Inc. for the total amount of \$2,014,007 for FY 2022 Construction Administration Services for W-S00113, South Terminal C, Phase 1 - Technology and Multi-Media Services, at the Orlando International Airport. Services will include, but are not limited to, assistance to the Aviation Authority in areas of technology and multi-media implementation, oversight, coordination, and construction administration. Services will be effective from October 1, 2021, through May 31, 2022.

The Aviation Authority has reviewed the proposal from Burns Engineering, Inc., and determined that, due to the specialized scope of the services, Burns Engineering, Inc. does not propose any small business participation on this Addendum.

On August 3, 2021, the Construction Committee recommended approval of an Addendum to the Technology and Multi-Media Systems Specialty Engineer for the South Terminal C, Phase 1, Agreement with Burns Engineering, Inc. for FY 2022 Construction Administration Services for W-S00113, South Terminal C, Phase 1 - Technology and

Multi-Media Services, at the Orlando International Airport, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact is \$2,014,007. Funding is from Florida Department of Transportation (FDOT) Grants to the extent eligible and General Airport Revenue Bonds.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee and approve an Addendum to the Technology and Multi-Media Systems Specialty Engineer for the South Terminal C, Phase 1, Agreement with Burns Engineering, Inc. for FY 2022 Construction Administration Services for W-S00113, South Terminal C, Phase 1 - Technology and Multi-Media Services, at the Orlando International Airport, for the total lump sum fee amount of \$2,014,007, with funding from FDOT Grants to the extent eligible and General Airport Revenue Bonds; and authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority

FROM: Davin D. Ruohomaki, Chairman, Construction Committee

DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Construction Committee to Approve (1) the Change in the Procurement Method for Benches and Holdroom-type Seating, and Waste Receptacles; and (2) the Purchase of Benches and Holdroom-type Seating, and Waste Receptacles, in support of the South Terminal C, Phase 1, Program, at the Orlando International Airport

BACKGROUND

The Aviation Authority has set a precedence for Owner-Procured Furnishings, Fixtures and Equipment (FF&E) and Information Technology (IT) items on recent past programs, such as the South Airport Automated People Mover (APM)/Intermodal Terminal Facility (ITF) Complex Program, Ticket Lobby Modifications Program, and the Airside 4 Improvements Program. The process has evolved into a two-part process, which includes (1) approval of a Procurement Estimate allowing procurements to move forward; and (2) updates to the Construction Committee at the 50% and 75% of the total spent milestones.

The FF&E and IT procurement estimate list for the South Terminal C (STC) Program, dated February 3, 2020, has approximately 750 line items, with this list showing the estimated cost for the procurement of these FF&E and IT items, and includes attic stock for select items and a 5% contingency.

On February 19, 2020, the Aviation Authority Board approved (a) the Owner-Procured Detailed Line Item FF&E and IT Estimate for W-S00145, STC Owner-Furnished FF&E and IT Items, at the Orlando International Airport; (b) the FF&E and IT Procurement Plan; and, (c) the Process for Updating the Construction Committee and the Aviation Authority Board regarding W-S00145, STC Owner-Furnished FF&E and IT Items Procurement Plan.

As part of this process, as line items in the estimate become more certain, the details of those line items are brought to the Aviation Authority Board for approval when the threshold for the purchases are greater than \$250,000, or when the procurement method changes to a more restrictive method, such as from competitive bids to sole source procurement.

ISSUES

The cost for the purchase of benches and holdroom-type seating, and waste receptacles, for the STC, is greater than \$250,000, and the procurement method for these items, has changed to a more restrictive method; thus, approval by the Aviation Authority Board is required.

The originally specified "Multiplicity" benches by Landscape Forms and the holdroom-type seating by Arconas, specified for the STC Landside Terminal, has been replaced with "Flight" benches by Forms and Surfaces. Additionally, the specification for the waste receptacles has also changed, and will be procured from Forms and Surfaces.

Forms and Surfaces has a State of Florida contract with established prices for these items. In accordance with Aviation Authority Policy, the procurement of goods and/or services from a Supplier having a requirements contract/annual agreement with any public entity (i.e., the State of Florida) for products and/or services described in such contract and at prices or discounts no less favorable than any set forth in such Contract is allowed. The method of procurement for the benches and holdroom-type seating, and waste receptacles has changed from "Compete" to "Other Entity Contract (OEC)", which is a more restrictive procurement method. The purchase amount of these items will be for a total not-to-exceed amount of \$469,198.

The Aviation Authority has reviewed the FF&E and IT Procurement Plan, and determined that, due to the specific nature of the required items, vendors for IT products are not required to propose any Minority and Women Enterprise (MWBE) and Local Developing Business (LDB)/Veteran Business Enterprise (VBE) participation for these items. In this procurement of FF&E Items, participation goals of 17% MWBE and 1.7% LDB/VBE were established for competitively bid items. This item does not have any impact on the small business participation.

On July 20, 2021, the Construction Committee recommended approval of (1) the change in the procurement method for the benches and holdroom-type seating, and waste receptacles; and, (2) the purchase of the benches and holdroom-type seating, and waste receptacles from Forms and Surfaces in support of the South Terminal C, Phase 1, Program, at the Orlando International Airport, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact is \$469,198. Funding is from previously-approved Capital Expenditure Funds and General Airport Revenue Bonds.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee to (1) approve the change in the procurement method for the Benches and Holdroom-type Seating, and Waste Receptacles in support of the South Terminal C Program; (2) approve the purchase of the Benches and Holdroom-type Seating, and Waste Receptacles from Forms and Surfaces, for the total not-to-exceed amount of \$469,198, with funding from previously-approved Capital Expenditure Funds and General Airport Revenue Bonds; (3) authorize the Purchasing Office to issue the necessary purchase orders; and, (4) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4392

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Brad Friel, Chair, Concessions/Procurement Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Concessions/Procurement Committee to Award Purchasing Contract 10-22, Trash Removal Services at Orlando International Airport to Republic Services of Florida, LP

BACKGROUND

The Contract will be to provide all labor, supervision, trucks, materials, equipment and tools necessary to furnish and install trash compactors and/or trash containers, pick-up and/or removal of wet and dry compacted, non-compacted trash/refuse and recyclable materials, and all other items and services necessary to perform trash removal services from various locations throughout Orlando International Airport in accordance with the contract documents.

On June 14, 2021, an Invitation for Bid was released. The Contract term is for thirty-six (36) months, with initial service to begin on or about October 1, 2021, and with the Aviation Authority having options to renew the Contract for two (2) additional periods of one (1) year each.

ISSUES

On July 15, 2021, the following bids were received and reviewed:

<u>Company Name</u>	<u>Total 3-Year Bid Price</u>
Republic Services of Florida, LP	\$1,995,146.58
Waste Pro of Florida, Inc.	\$4,071,064.46
Waste Management Inc. of Florida	\$4,473,864.17

References for the three (3) bidders were checked by the Aviation Authority staff, and based thereon were determined to be responsible and responsive.

Small Business Development has reviewed this solicitation and determined that no MWBE, LDB or VBE goals were established due to the cost of insurance for the small business for access to the airfield, and the limited number of certified small businesses available to participate.

Republic Services of Florida's bid price is consistent with the existing contract pricing and is within GOAA budget. On July 26, 2021, the Concessions/Procurement Committee recommended award of Purchasing Contract 10-22 to Republic Services of Florida, LP as the low responsible and responsive bidder.

ALTERNATIVES

None.

FISCAL IMPACT

The three (3) year bid price for Purchasing Contract 10-22 is a not-to-exceed amount of \$1,995,146.58. Funding required in subsequent fiscal years will be allocated from the Operations and Maintenance Fund as approved through the budget process and when funds become available.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Concessions/Procurement Committee to: (1) award Purchasing Contract 10-22, Trash Removal Services, to Republic Services of Florida, LP as the low responsible and responsive bidder; (2) authorize funding from the Operations and Maintenance Fund in the not-to-exceed amount of \$1,995,146.58; and (3) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents, following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4392

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Brad Friel, Chairman, Concessions/Procurement Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Concessions/Procurement Committee to Issue Purchase Orders to Various Landfill Facilities to Pay Fees associated with Trash Removal Services Contract 10-22

BACKGROUND

Purchasing Contract 10-22 for trash removal services allows the contractor to transport and dispose of all solid waste, as requested by the Aviation Authority, at the Orange County Landfill or any other Environmental Protection Agency (EPA) approved landfill facility within a twenty (20) mile radius.

Per the contract documents, landfill facilities are selected by the contractor provided that the fees charged at the selected landfill facilities do not exceed the fees charged by the Orange County Landfill.

ISSUES

Trash Removal Services Contract 10-22 stipulates that the Aviation Authority shall be responsible for any fees associated with the disposal of the solid waste. The fees from the landfill facilities utilized by the contractor are billed at a tonnage rate directly to the Aviation Authority.

The total estimated landfill fees are not-to-exceed \$1,322,000 for the three (3) year contract base period, which is from October 1, 2021 through September 30, 2024.

On July 26, 2021, the Concessions/Procurement Committee recommended approval to issue purchase orders to various landfill facilities.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact for landfill fees associated with the three (3) year contract base period are estimated in a not-to-exceed amount of \$1,322,000. Funding required in subsequent years will be allocated from the Operations and Maintenance Fund as approved through the budget process and when funds become available.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Concessions/Procurement Committee and (1) allow multiple purchase orders to be issued to various landfill facilities; (2) authorize funding from Operations and Maintenance Fund in the not-to-exceed amount of \$1,322,000; and

(3) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents, following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4392

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Brad Friel, Chairman, Concessions/Procurement Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Concessions/Procurement Committee to Award Invitation For Bid (IFB) 93280-21, Boarding Passes and Baggage Tags to Print-O-Tape, Inc.

BACKGROUND

This award will result in a Blanket Purchase Agreement (BPA) for boarding passes and baggage tags, provided on an as-needed basis, from the date of approval by the Aviation Authority Board through July 31, 2023. The invitation for bid listed three (3) separate items with estimated quantities for a period of two (2) years.

The boarding passes and baggage tags will be used by the airlines in the Aviation Authority provided check-in ticket counters and check-in kiosks throughout the airport. The actual amount spent will be based on the quantities ordered at the proposed unit prices.

This solicitation did not include a Minority and Woman Business Enterprise (MWBE), Local Developing Business (LDB) and/or Veteran Business Enterprise (VBE) participation requirement due to the limited scope and specialized services.

ISSUES

On July 9, 2021, the Aviation Authority received the following responses to invitation for bid 93280-21:

<u>Company</u>	<u>Total 3-Year Bid Price</u>
Elite Textile Trading, LLC	\$669,945.00
Print-O-Tape, Inc.	\$693,620.00
Stock Keeper, LLC	\$731,300.00
The Office Cart, LLC	\$852,000.00

Staff reviewed the responses and determined the following:

- Elite Textile Trading, LLC did not include reference letters, and their Bidder's Certification was not notarized. Therefore Staff determined that the response from Elite Textile Trading, LLC is non-responsive to the IFB requirements;
- The Office Cart, LLC did not include reference letters. Therefore, Staff determined that the response from The Office Cart, LLC is non-responsive to the IFB requirements;
- Print-O-Tape, Inc. and Stock Keeper, LLC included reference letters, which were verified by Staff and determined as satisfactory to the requirements of the IFB. Therefore, Staff determined that the responses from Stock Keeper, LLC and Print-O-Tape, Inc. are responsive to the IFB requirements.

On July 26, 2021, the Concessions/Procurement Committee recommended award of Invitation for Bid 93280-21 to Print-O-Tape, Inc. as the low responsible and responsive bidder.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact of the proposed procurement is in the not-to-exceed amount of \$693,620 for the two (2) year period. Funding for current and subsequent fiscal years will be allocated from the Operations and Maintenance Fund as approved through the budget process and when funds become available.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Concessions/Procurement Committee and (1) deem the bids received from Elite Textile Trading, LLC and The Office Cart, LLC as non-responsive; (2) award Invitation for Bid 93280-21 to Print-O-Tape, Inc. as the low responsible and responsive bidder, in the total not-to-exceed amount of \$693,620; (3) authorize funding from the Operations and Maintenance Fund; and (4) authorize the Purchasing Office to issue the necessary Blanket Purchase Agreement.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Brad Friel, Chairman, Concessions/Procurement Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Concessions/Procurement Committee to Award Invitation for Bid (IFB) 01-22, Tile, Marble and Limestone Repair and Replacement Services, at the Orlando International Airport, to Designers West Interiors Inc.

BACKGROUND

This Contract will be to provide all supervision, labor, equipment, tools, miscellaneous materials specified in this Specification and all other items necessary or proper for, or incidental to, performing the removal, repair and replacement of various wall/floor tiles, including marble and limestone flooring, at the Orlando International Airport (MCO) as defined in the Performance Work Statement.

Prior to this solicitation, the Aviation Authority's staff procured the services through a competitive procurement method (Contract 11-16) which was approved by the Aviation Authority Board on April 20, 2016, in the total not-to-exceed amount of \$796,080.00 for the initial term (24 months). The contract covered the period of October 1, 2016 through September 30, 2021. Currently, the Aviation Authority has spent \$1,032,861.70, which includes the initial term and the two (2) option years.

The term of Contract 01-22 is for thirty-six (36) months with initial service to commence on or about October 1, 2021, and with the Aviation Authority having options to renew the Contract for two (2) additional periods of one (1) year each.

Small Business Development has reviewed this solicitation and determined that no MWBE, LDB or VBE goals were established due to this being an on call contract and previous awards did not provide sufficient revenues to a small business to cover operational costs. The subsequent award is to a GOAA certified MWBE.

ISSUES

On June 15, 2021, the following responses were received:

<u>Name of Respondent</u>	<u>Initial Thirty-Six (36) Month Bid Price</u>
• Designers West Interiors Inc.	\$758,580
• Industrial Tile, Inc.	\$1,776,030

Bids were reviewed for compliance with submission requirements and it was determined that Industrial Tile, Inc. submitted an incomplete bid and therefore should be deemed

non-responsive. Designers West Interiors Inc. submitted a complete bid and is therefore found to be responsive.

Bidders were required to submit the following documentation along with the bids: (i) business license; (ii) a letter of bondability on a surety company letterhead or a letter from a US Bank for a letter of credit confirming that Bidder can obtain one or the other as described in Section 2.3; (iii) proof of insurance requirements in the amount of Five Million Dollars as described in Section 2.4; and (iv) name and current resume for the Contractor's proposed on-site lead tile setter/installer. Designers West Interiors, Inc. submitted the requested submittals. Industrial Tile, Inc. did not submit a copy of the business license, current resume for the Contractor's proposed on-site lead tile setter/installer, and the proof of insurance is not signed; and therefore should be deemed non-responsive as it relates to the solicitation requirements.

References for the two bidders were checked and based thereon were determined to be responsible.

Pricing is based on hourly rates for the lead tile setters/installers, tile setters/installers, helpers, and for additional work multiplied by the estimated number of annual hours; and material markup percentage using parts and materials purchased for reimbursable costs for additional work. The actual amount paid to the contractor is based on actual work requested, performed and approved by the Aviation Authority.

On July 12, 2021, the Concessions/Procurement Committee recommended award of IFB 01-22, Tile, Marble and Limestone Repair and Replacement Services, at the Orlando International Airport, to Designers West Interiors Inc., as the low responsive and responsible bidder.

ALTERNATIVES

None.

FISCAL IMPACT

Fiscal impact of the proposed contract is \$758,580. Funds expected to be spent under the Contract in the current fiscal year are within budget. Funding required in current and subsequent fiscal years will be allocated from the Capital Expenditure Fund, as approved through the budget process and when funds become available.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Concessions/Procurement Committee and (1) deem the Bid received from Industrial Tile, Inc., as non-responsive; (2) award Purchasing Bid 01-21, Tile, Marble and Limestone Repair and Replacement Services, at the Orlando International Airport, to Designers West Interiors, Inc. for the total not-to-exceed amount of \$758,580, with funding from the Capital Expenditure Fund; and, (3) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Brad Friel, Chairman, Concessions/Procurement Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Concessions/Procurement Committee to Award Purchasing Single Source 22-21, York Chiller Maintenance Services, at the Orlando International Airport, to Johnson Controls, Inc.

BACKGROUND

Prior to this solicitation, the Aviation Authority's staff procured the services through a Single Source method (Contract 15-16) which was approved by the Aviation Authority Board on April 20, 2016, in the not-to-exceed amount of \$1,643,900 for the sixty (60) month term. The contract covered the period of September 1, 2016 through August 31, 2021. As of today, the department has spent \$680,756.16 for the sixty (60) month term.

The term of the Single Source Contract is for sixty (60) months with initial service to commence on or about September 1, 2021, and with the Aviation Authority having options to renew the Contract for two (2) additional periods of one (1) year each.

This Single Source Contract requires Johnson Controls, Inc. (Johnson Controls) to provide management, maintenance and repair services for York Chillers, including all related components associated with electrical starter panels located in the Central Energy Plants located at the Orlando International Airport. The work to be performed by Johnson Controls shall include, but is not limited to, labor, supervision, training, testing, technical services, consulting services, repair, replacement of obsolete Original Equipment Manufacturer (OEM) parts, non OEM parts, necessary materials and supplies, equipment, tools (including any necessary special tools and equipment), chemicals (excluding refrigerants) and all other accessories, services, facilities, activities, and procedures at the Orlando International Airport in accordance with the Contract Documents.

The Small Business Development Department has not established a Minority and Women Business Enterprise (MWBE), Local Developing Business (LDB) and/or Veteran Business Enterprise (VBE) goal. The OEMs (i.e. the chiller manufacturers) certify companies that maintain their equipment. The Aviation Authority has not identified any certified MWBEs, LDBs or VBEs that have the required certifications.

ISSUES

On July 13, 2011, the Aviation Authority and Johnson Controls, Inc. negotiated a mutually acceptable Single Source Contract. The term of this Single Source expired on September 14, 2016. On September 1, 2016, a second five-year Single Source Contract 15-16 was approved by the Aviation Authority Board and issued to Johnson Controls which expires on August 31, 2021.

On February 3, 2021, the Aviation Authority issued Purchasing Bid 12-21, York Chiller Maintenance Services. The Aviation Authority only considered bids from Contractors

that were trained and authorized by Johnson Controls to sell, install, and support York Chiller products/systems. Bidders were requested to provide a letter from Johnson Controls stating that the Bidder is authorized to work specifically on the York Chillers. Only one bid was received from Johnson Controls, Inc. This was reviewed by the Aviation Authority's Legal Counsel and it was recommended that continuing with a single source contract was in the best interest of the Aviation Authority.

The Aviation Authority's policy (Section 450.03) Non-Competitive Procurements) permits the Single Source procurement of goods, services, or professional services made from one firm among others in a competitive market place which, for justifiable reasons, is found to be most advantageous for the purpose of fulfilling the given purchasing need.

Staff was authorized to re-solicit the services directly with the OEM as a Single Source in accordance with Aviation Authority's policy. The Aviation Authority will ensure that: a) factory authorized service technicians perform the periodic maintenance that is needed to keep Aviation Authority's equipment operational; b) service technicians are fully trained to perform maintenance on York Chiller equipment (controls HVAC equipment); and c) at a lower OEM hourly rate.

With an aging portfolio of these critical York Chillers, it is important to obtain highly qualified and responsive service providers. This is critical to maintaining the comfort level of conditioned space throughout the airport. The local York team representing the OEM is the current single source provider that is delivering a high level of support with competitive pricing throughout the current contract.

Pricing is based on a monthly price, hourly rate, and mark-up percentage multiplied by the estimated number of months, annual hours or annual service. The actual amount paid is based on actual work requested by the Aviation Authority and satisfactorily provided by Johnson Controls. The value of the five (5) year Single Source Contract is a not-to-exceed amount of \$1,728,620 which includes repair and maintenance services, purchase of additional parts, materials and rentals for repairs and additional work hours. The department is requesting an increase in the number of parts purchased annually due to the age of the equipment.

The monthly price is approximately 10% higher than the previously awarded 5-year contract. The hourly rate and mark-up percentage are the same as the previously awarded 5-year contract.

On July 26, 2021, the Concessions/Procurement Committee recommended award of Purchasing Single Source 22-21, York Chiller Maintenance Services, at the Orlando International Airport, to Johnson Controls, Inc., as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact of the proposed Purchasing Single Source 22-21 is the total not-to-exceed amount of \$1,728,620. Funds anticipated to be spent under the contract in the current fiscal year are within budget. Funding required in current and subsequent fiscal years will be allocated from the Operations and Maintenance Fund, as approved through the budget process and when funds become available.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Concessions/Procurement Committee and (1) approve the award of Purchasing Single Source 22-21, York Chiller Maintenance Services, at the Orlando International Airport, to Johnson Controls, Inc., for the total not-to-exceed amount of \$1,728,620, with funding from the Operations and Maintenance Fund; and (2) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Brad Friel, Chairman, Concessions/Procurement Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Concessions/Procurement Committee to Award Purchasing Single Source 21-21, Daikin/McQuay Chiller Maintenance Services, at the Orlando International Airport, to Daikin Applied Americas, Inc.

BACKGROUND

On July 13, 2011, the Aviation Authority and Daikin Applied Americas, Inc. negotiated a mutually acceptable Single Source Contract. The term of this single source expired on September 14, 2016.

On May 18, 2016, Single Source Contract 14-16 was approved by the Aviation Authority Board in the total not-to-exceed amount of \$2,722,059.22 for the sixty (60) month term. The contract covered the period of September 1, 2016, through August 31, 2021. Currently, the Aviation Authority has spent \$2,198,661.75 for the sixty-month term.

The term of the Single Source Contract 21-21 is for sixty (60) months, with initial services to commence on or about September 1, 2021, and with the Aviation Authority having options to renew the Contract for two (2) additional periods of one (1) year each.

Single Source Contract 21-21 requires management, maintenance and repair services for sixteen (16) Daikin/McQuay Chillers, including all related components associated with electrical starter panels and variable frequency drives located in the Central Energy Plants at the Orlando International Airport. The work to be performed includes, but is not limited to, labor, supervision, training, testing, technical services, consulting services, repair, replacement of obsolete Original Equipment Manufacturer (OEM) parts, non OEM parts, necessary materials and supplies, equipment, tools (including any necessary special tools and equipment), chemicals (excluding refrigerants) and all other accessories, services, facilities, activities, and procedures at the Orlando International Airport in accordance with the Contract Documents.

The Small Business Development Department has not established a Minority and Women Business Enterprise (MWBE), Local Developing Business (LDB) and/or Veteran Business Enterprise (VBE) goal. The OEMs (i.e. the chiller manufacturers) certify companies that maintain their equipment. The Aviation Authority has not identified any certified MWBEs, LDBs or VBEs that have the required certifications.

ISSUES

On February 3, 2021, the Aviation Authority issued Purchasing Bid 13-21, Daikin/McQuay Chiller Maintenance Services, at the Orlando International Airport. The Aviation Authority only considered bids from Contractors that were trained and authorized by Daikin/McQuay to sell, install, and support Daikin/McQuay Chiller products/systems. Bidders were requested to provide a letter from Daikin/McQuay stating that the Bidder is authorized to work specifically on the Daikin/McQuay Chillers.

Upon review of issues raised during this competitive solicitation, it was determined that continuing with a single source contract was in the best interest of the Aviation Authority.

Aviation Authority Policy 450.03, Non-Competitive Procurements, permits the Single Source procurement of goods, services, or professional services made from one firm among others in a competitive market place, which, for justifiable reasons, is found to be most advantageous for fulfilling the given purchasing need.

Staff was authorized to re-solicit the services directly with the OEM as a Single Source in accordance with Aviation Authority policy. The Aviation Authority will ensure that: (a) factory authorized service technicians perform the periodic maintenance that is needed to keep Aviation Authority's equipment operational; (b) service technicians are fully trained to perform maintenance on Daikin/McQuay Chiller equipment (controls HVAC equipment); and, (c) at a lower OEM hourly rate.

With an aging portfolio of these critical Daikin/McQuay Chillers, it is important to obtain highly qualified and responsive service providers. This is critical to maintaining the comfort level of conditioned space throughout the airport. The local Daikin/McQuay team representing the OEM is the current single source provider that is delivering a high level of support with competitive pricing throughout the current contract.

Pricing is based on a monthly price, hourly rate, and mark-up percentage multiplied by the estimated number of months, annual hours or annual service. The actual amount paid is based on actual work requested by the Aviation Authority and satisfactorily provided. The value of the five (5) year Single Source Contract is a total not-to-exceed amount of \$2,869,874, which includes repair and maintenance services, purchase of additional parts, materials and rentals for repairs and additional work hours. The department is requesting an increase in the number of parts purchased annually due to the age of the equipment.

The monthly price is approximately 10% higher than the previously awarded 5-year contract. The hourly rate and mark-up percentage are the same as the previously awarded five (5) year contract.

On July 26, 2021, the Concessions/Procurement Committee recommended award of Purchasing Single Source 21-21, Daikin/McQuay Chiller Maintenance Services, at the Orlando International Airport, to Daikin Applied Americas, Inc., as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact of the proposed Purchasing Single Source 21-21 is the total not-to-exceed amount of \$2,869,874. Funds anticipated to be spent under the contract in the current fiscal year are within budget. Funding required in current and subsequent fiscal years will be allocated from the Operations and Maintenance Fund, as approved through the budget process and when funds become available.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Concessions/Procurement Committee and (1) approve the award of Purchasing Single Source 21-21, Daikin/McQuay Chiller Maintenance Services, to Daikin Applied Americas, Inc. at the Orlando International Airport, for the total not-to-exceed amount of \$2,869,874, with funding from Operations and Maintenance Fund; and (2) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority

FROM: Brad Friel, Chairman, Concessions/Procurement Committee

DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Concessions/Procurement Committee to Award Purchasing Single Source 23-21, Russelectric Electrical Switchgear Equipment Testing, and Maintenance Services, at the Orlando International Airport, to Siemens Industry, Inc.d/b/a Russelectric, A Siemens Business (Russelectric)

BACKGROUND

Prior to this solicitation, the Aviation Authority's staff procured the services through a competitive procurement method (Contract 04-16) which was approved by the Aviation Authority Board on December 9, 2015, in the total not-to-exceed amount of \$125,325 for the initial term (36 months). The contract covered the period of May 1, 2016 through September 30, 2021. Currently, the Aviation Authority has spent \$292,875, which includes the initial term and the two option years.

The term of the Single Source Contract is for sixty (60) months with initial services to commence on or about September 1, 2021, and with the Aviation Authority having options to renew the Contract for two (2) additional periods of one (1) year each.

Single Source 23-21 Contract requires management oversight for all labor, supervision, test and safety equipment, tools, hardware to perform inspection and testing services, materials, supplies, accessories, infrared testing, document and inspection services, and all other items necessary or proper for, or incidental to, performing annual inspections, cleaning, calibrating, adjusting, testing (annual services), modifications, upgrades and repairs of Russelectric electrical switchgear at the Orlando International Airport in accordance with the Contract Documents.

The Small Business Development Department has not established a Minority and Women Business Enterprise (MWBE), Local Developing Business (LDB) and/or Veteran Business Enterprise (VBE) goal. Russelectric, the original equipment manufacturer, does not provide pricing for parts and service to other firms.

ISSUES

On February 3, 2021, the Aviation Authority issued Purchasing Bid 08-21, Management of Electrical Switchgear Equipment, Generators, Uninterruptible Power Supplies (UPS) and Batteries, and Emergency Generator Fuel Delivery System (FDS) Testing, Maintenance and Repair Services, at the Orlando International Airport. The Aviation Authority only considered bids from Contractors that were trained and authorized by Original Manufacturer Equipment (OEM) to sell, install, and support Eaton, Russelectric, and CAT Switchgear Electrical equipment. Bidders were requested to provide a letter from the OEMs stating that the Bidder is authorized to work specifically on the Eaton, Russelectric, and CAT Switchgear Electrical equipment. The Aviation Authority only received one bid and one of the potential Bidders complained in a letter that Russelectric would not provide them with such letter.

On March 22, 2021, the Aviation Authority re-solicited the services for Russelectric Electrical Switchgear Equipment Testing and Maintenance Services (IFB 18-21) and the solicitation resulted in no qualified responses for these services.

Upon review of issues raised during this competitive solicitation it was determined that continuing with a single source contract was in the best interest of the Aviation Authority.

Aviation Authority's Policy 450.03, Non-Competitive Procurements permits the Single Source procurement of goods, services, or professional services made from one firm among others in a competitive market place, which, for justifiable reasons, is found to be most advantageous for fulfilling the given purchasing need.

Staff was authorized to re-solicit the services directly with the OEM as a Single Source in accordance with Aviation Authority's policy. The Aviation Authority will ensure that: (a) factory authorized service technicians perform the periodic maintenance that is needed to keep Authority's equipment operational; (b) service technicians are fully trained to perform annual inspections, maintenance, repairs and necessary enhancements and upgrades on Russelectric switchgear equipment; and (c) there are no third party service organizations that have the expertise, experience and record documentation to enable them to fully support a complex specialty system of this type. Further, any maintenance or modification work performed on the Russelectric equipment by third parties will not be documented at Russelectric and will prevent Russelectric in providing competent emergency service when required.

Pricing is based on a monthly price, hourly rate, and mark-up percentage multiplied by the estimated number of months, annual hours or annual service. The actual amount paid on actual work requested by the Aviation Authority and satisfactorily provided. The value of the five (5) year Single Source Contract is a total not-to-exceed amount of \$1,023,753 which includes repair and maintenance services, purchase of additional parts, materials and rentals for repairs and additional work hours. An increase in the number of parts purchased annually due to the age of the equipment is also being requested.

The unit price is approximately 7% less than the previous awarded 5-year contract. The mark-up percentage is the 15% less than the previous awarded 5-year contract.

On July 26, 2021, the Concessions/Procurement Committee recommended award of Purchasing Single Source 23-21, Russelectric Electrical Switchgear Equipment Testing, and Maintenance Services, at the Orlando International Airport, to Siemens Industry, Inc.d/b/a Russelectric, A Siemens Business (Russelectric), as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact of the proposed Purchasing Single Source 23-21 is the total not-to-exceed amount of \$1,023,753. Funds anticipated to be spent under the contract in the current fiscal year are within budget. Funding required in current and subsequent fiscal years will be allocated from the Operations and Maintenance Fund, as approved through the budget process and when funds become available.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Concessions/Procurement Committee and (1) approve the award of Purchasing Single Source 23-21, Russelectric Electrical Switchgear Equipment Testing, and Maintenance Services, to Siemens Industry, Inc.d/b/a Russelectric at the Orlando International Airport, for the total not-to-exceed amount of \$1,023,753, with funding from Operations and Maintenance Fund; and (2) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32227-4399

MEMORANDUM

TO: Members of the Aviation Authority

FROM: Davin D. Ruohomaki, Chairman, Professional Services Committee

DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Professional Services Committee to Approve Multiple Addenda to the Information Technology (IT) Consulting Services Agreement with Barich, Inc.

BACKGROUND

In 2018, the firms providing IT Consulting Services were selected through a competitive award process. These services are paid for on an as-needed or annual basis. The provisions of the IT Consulting Services Agreements shall be for a period of five years.

On June 20, 2018, the Aviation Authority Board approved no-cost base agreements for IT Consulting Services with the following firms:

- Advanced IT Concepts, Inc.
- Barich, Inc.
- Faith Group Consulting, LLC
- Technology Management Corporation dba Technology Management Corporation - 1 Incorporated

These no-cost base agreements established the negotiated hourly rates per firm. The consulting services include a broad range of services associated with the planning and implementation of IT projects and initiatives that are identified in the Aviation Authority's Capital Improvement Plan (CIP), IT Master Plan (ITMP), the Aviation Authority's annual project planning process, and other IT projects and initiatives requested by the Aviation Authority. The services may include project management; staff augmentation; research of specific technologies; research and concept development; IT business analysis; business case development; infrastructure and applications design, installation, configuration, development and testing; database management and administration; cyber and physical security; development of solicitation documents; functional, performance and interface requirements definition and documentation project planning; applications development, implementation and integration across multiple systems; operations and management of IT; assistance with IT roadmap or strategic plans; vendor and product evaluations and recommendations, and other IT consulting services.

Addenda Nos. 1 through 18, and applicable amendments, to the IT Consulting Services Agreement with Barich, Inc. have been approved through the Aviation Authority Board meeting held on September 16, 2020.

ISSUES

Subsequently, the Professional Services Committee (PSC) approved the following addenda on the above-referenced agreement, for a total amount of \$174,499:

- Addendum No. 19 to the IT Consulting Services Agreement with Barich, Inc. for Fiscal Year (FY) 2021 On-Call Airport Integrated Data Broker (AIDB) Support Services, for the total not-to-exceed fee amount of \$40,000, with funding from previously-approved Operation and Maintenance Funds. These services will provide on-call tasks in support of the AIDB environment and its components, as related to sustaining operations support, subject matter expertise which may require product research, concept development or business analysis prior to project start-up. Due to the specialized scope of the required services, Barich, Inc. does not propose any small business participation on this addendum. [Reference PSC Meeting held September 22, 2020, Agenda Item No. 6].
- Addendum No. 20 to the IT Consulting Services Agreement with Barich, Inc. for FY 2021 SplashBI and Excel Workbook Reporting Consulting Services to the Finance Department, for the total not-to-exceed fee amount of \$24,312, with funding from previously-approved Operation and Maintenance Funds. These services will include, but are not limited to, assisting Construction Finance in the review and modification, as well as the creation of new, SplashBI reports. SplashBI is an enterprise-ready platform for business analytics and provides reporting and visualizations of financial data. Due to the specialized scope of the required services, Barich, Inc. does not propose any small business participation on this addendum. [Reference PSC Meeting held November 17, 2020, Agenda Item No. 6].
- Addendum No. 21 to the IT Consulting Services Agreement with Barich, Inc. for Virtual Ramp Control (VRC) Interface Development Services, for the total not-to-exceed fee amount of \$110,187, with funding from previously-approved Capital Expenditure Funds and General Airport Revenue Bonds. Services will include the use of the Aviation Authority's Airport Integrated Data Broker (AIDB) for the assessment, design, implementation, testing and production deployment and production support for additional AIDB interfaces with the VRC. Due to the specialized scope of the required services, Barich, Inc. does not propose any small business participation on this addendum. [Reference PSC Meeting held January 5, 2021, Agenda Item No. 1].

Per the Aviation Authority's Policy 450.04, the Aviation Authority Board must approve all contract addenda and amendments that result in the value of any contract being increased, in the aggregate, by \$250,000 or more over the contract value.

The PSC recommended approval of the following addenda/amendments to the IT Consulting Services Agreement with Barich, Inc.:

- Addendum No. 22 to the IT Consulting Services Agreement with Barich, Inc. for FY 2022 Information Systems Staff Augmentation to the IT Department for South Terminal C, Phase 1, Construction and Other IT Related Projects Support Services, at the Orlando International Airport, for the total not-to-exceed fee amount of \$304,920, with funding from Aviation Authority Funds, General Airport Revenue Bonds, and Operation and Maintenance Funds (subject to adoption of the FY 2022 Aviation Authority Budget by the Aviation Authority Board under separate item). Services will provide a qualified Senior Managing Consultant in a staff augmentation role to the IT Department, and will serve as an advisor who will discern and document IT internal and external project commitments and schedules, monitor and report the progress to fulfillment to the Director of IT, coordinate commitment actions among internal and external participants, and contribute to the resolution of problems. Services will be provided from October 1, 2021, through September 30, 2022. Due to the specialized nature of the required services, Barich, Inc. does not propose any small business participation on this Addendum. [Reference PSC Meeting held July 27, 2021, Agenda Item No. 2].
- Addendum No. 23 to the IT Consulting Services Agreement with Barich, Inc. for FY 2022 On-Call MCO Cares Website Support Services, at the Orlando International Airport, for the total not-to-exceed fee amount of \$80,000, with funding from Operation and Maintenance Funds (subject to adoption of the FY 2022 Aviation Authority Budget by the Aviation Authority Board under separate item). Services will include on-call MCO Cares website support to maintain and update the website and its components, as well as subject matter expertise to perform product research, concept development or business analysis, as requested. Services will be provided from October 1, 2021, through September 30, 2022. Barich, Inc. proposes 100% Minority and Women Business Enterprise

(MWBE) participation on this addendum. [Reference PSC Meeting held July 27, 2021, Agenda Item No. 3].

- Addendum No. 24 to the IT Consulting Services Agreement with Barich, Inc. for FY 2022 On-Call Airport Integrated Data Broker (AIDB) Support Services, for the total not-to-exceed fee amount of \$50,000, with funding from Operation and Maintenance Funds (subject to adoption of the FY 2022 Aviation Authority Budget by the Aviation Authority Board). These services will provide on-call tasks in support of the AIDB environment and its components, as it relates to sustaining operations support, subject matter expertise which may require product research, concept and development or business analysis prior to project start-up. Services will be provided from October 1, 2021, through September 30, 2022. Due to the specialized scope of the required services, Barich, Inc. does not propose any small business participation on this addendum. [Reference PSC Meeting held July 27, 2021, Agenda Item No. 4].

As these addenda/amendments will result in an aggregate increase to the Aviation Authority's Agreement with Barich, Inc. exceeding \$250,000, Aviation Authority Board approval is required, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact is \$434,920. Funding is from Aviation Authority Funds, General Airport Revenue Bonds, and Operation and Maintenance Funds (subject to adoption of the FY 2022 Aviation Authority Budget by the Aviation Authority Board under separate item).

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Professional Services Committee and approve (1) Addendum No. 22 to the IT Consulting Services Agreement with Barich, Inc. for FY 2022 Information Systems Staff Augmentation to the IT Department for South Terminal C, Phase 1, Construction and Other IT Related Projects Support Services, at the Orlando International Airport, for the total not-to-exceed fee amount of \$304,920, with funding from Aviation Authority Funds, General Airport Revenue Bonds, and Operation and Maintenance Funds; (2) Addendum No. 23 to the IT Consulting Services Agreement with Barich, Inc. for FY 2022 On-Call MCO Cares Website Support Services, at the Orlando International Airport, for the total not-to-exceed fee amount of \$80,000, with funding from Operation and Maintenance Funds; (3) Addendum No. 24 to the IT Consulting Services Agreement with Barich, Inc. for FY 2022 On-Call Airport Integrated Data Broker (AIDB) Support Services, for the total not-to-exceed fee amount of \$50,000, with funding from Operation and Maintenance Funds; and, (4) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32227-4399

MEMORANDUM

TO: Members of the Aviation Authority

FROM: Davin D. Ruohomaki, Chairman, Professional Services Committee

DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Professional Services Committee to Approve Multiple Amendments to the Information Technology Consulting Services Agreement with Faith Group Consulting, LLC

BACKGROUND

In 2018, the firms providing Information Technology (IT) Consulting Services were selected through a competitive award process. These services are paid for on an as-needed or annual basis. The provisions of the IT Consulting Services Agreements shall be for a period of five years.

On June 20, 2018, the Aviation Authority Board approved no-cost base agreements for IT Consulting Services with the following firms:

- Advanced IT Concepts, Inc.
- Barich, Inc.
- Faith Group Consulting, LLC
- Technology Management Corporation dba Technology Management Corporation - 1 Incorporated

These no-cost base agreements established the negotiated hourly rates per firm. The consulting services include a broad range of services associated with the planning and implementation of IT projects and initiatives that are identified in the Aviation Authority's Capital Improvement Plan (CIP), IT Master Plan (ITMP), annual project planning process, and other IT projects and initiatives requested by the Aviation Authority. The services may include project management; staff augmentation; research of specific technologies; research and concept development; IT business analysis; business case development; infrastructure and applications design, installation, configuration, development and testing; database management and administration; cyber and physical security; development of solicitation documents; functional, performance and interface requirements definition and documentation project planning; applications development, implementation and integration across multiple systems; operations and management of IT; assistance with IT roadmap or strategic plans; vendor and product evaluations and recommendations, and other IT consulting services. Similar to the Aviation Authority General Consultant some aspects of the work may be accomplished using sub consultants.

Addenda Nos. 1 through 25, and applicable amendments, to the IT Consulting Services Agreement with Faith Group Consulting, LLC have been approved, through the Aviation Authority Board meeting held on May 19, 2021.

ISSUES

Per the Aviation Authority's Policy 450.04, the Aviation Authority Board must approve all contract addenda and amendments that result in the value of any contract being increased, in the aggregate, by \$250,000 or more over the contract value.

The PSC recommended the following addenda/amendments to the IT Consulting Services Agreement with Faith Group Consulting, LLC:

- Addendum No. 26 to the IT Consulting Services Agreement with Faith Group Consulting, LLC for Fiscal Year (FY) 2022 Digital Content and Innovation Consulting Services at the Orlando International Airport (MCO), for the total lump sum fee amount of \$1,899,996, with funding from Operation and Maintenance Funds (subject to adoption of the FY 2022 Aviation Authority Budget by the Aviation Authority Board under separate item). Services will be provided by Synect, subconsultant to the Faith Group Consulting, LLC and include the development of digital content and innovation services for the visual communication ecosystem at the MCO, and will include, but are not limited to, the content maintenance and contract administration, new content strategies and execution, and visual communication innovations for the optimization of the ecosystem. The many digital canvases at MCO are part of a visual communications ecosystem that enables MCO to broadcast original content and deliver a memorable, delightful passenger experience throughout the facility. Services will be provided from October 1, 2021, through September 30, 2022. Due to the specialized scope of the services, Faith Group Consulting, LLC did not propose any small business participation on this addendum. [Reference PSC Meeting held August 3, 2021, Agenda Item No. 2].
- Addendum No. 27 to the IT Consulting Services Agreement with Faith Group Consulting, LLC for FY 2022 On-Call MCO Mobile Application Support and Maintenance, for the total amount of \$104,180, which includes the not-to-exceed fee amount of \$76,580 and the not-to-exceed expenses amount of \$27,600, with funding from Operation and Maintenance Funds (subject to adoption of the FY 2022 Aviation Authority Budget by the Aviation Authority Board under separate item). Services will include, but are not limited to, daily operational monitoring and maintenance support services of the available MCO mobile applications, as well as iOS and Android support, licensing and hosting application management and will be provided by a sub consultant, M2mobi. Services will be provided from October 1, 2021, through September 30, 2022. Due to the specialized scope of the services, Faith Group Consulting, LLC did not propose any small business participation on this addendum. [Reference PSC Meeting held August 3, 2021, Agenda Item No. 3].

As these addenda/amendments will result in an aggregate increase to the Aviation Authority's Agreement with Faith Group Consulting, LLC exceeding \$250,000, Aviation Authority Board approval is required, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact is \$2,004,176. Funding is from Operation and Maintenance Funds (subject to adoption of the FY 2022 Aviation Authority Budget by the Aviation Authority Board under separate item).

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Professional Services Committee to (1) approve Addendum No. 26 to the IT Consulting Services Agreement with Faith Group Consulting, LLC, for FY 2022 Digital Content and Innovation Consulting Services at the Orlando International Airport, for the total lump sum amount of \$1,899,996, with funding from Operation and Maintenance Funds; (2) approve Addendum No. 27 to the IT Consulting Services Agreement with Faith Group Consulting, LLC, for FY 2022 On-Call MCO Mobile Application Support and Maintenance, for the total amount of \$104,180, which includes the not-to-exceed fee amount of \$76,580 and the not-to-exceed expenses amount of \$27,600, with funding from Operation and Maintenance Funds; and, (3) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel.



MEMORANDUM

TO: Members of the Aviation Authority
FROM: Phillip N. Brown, Chief Executive Officer
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation to Authorize Funding for Non-Bargaining and Bargaining Unit Compensation Adjustments and Approve Revised Salary Structures

BACKGROUND

As presented in the Aviation Authority's Comprehensive Annual Financial Report (CAFR) for the year ended September 30, 2020, the Aviation Authority closed its fiscal year with an increase in net position of \$132,027,000.

The last compensation adjustment and salary structure update for non-bargaining and bargaining unit employees was effective March 24, 2019.

ISSUES

In order to provide competitive compensation for hiring and retaining employees, a compensation adjustment is recommended for employees effective October 3, 2021. Updated salary structures, based on market conditions, have been revised and are on file with the Manager of Board Services.

Normally, compensation matters for bargaining unit employees, represented by the Laborers' International Union of North America (LIUNA), would be negotiated through the collective bargaining process, ratified by the bargaining unit employees and brought to the Aviation Authority Board for approval. Due to operational disruption, created by the COVID pandemic, meetings for collective bargaining negotiations between the Aviation Authority and LIUNA were cancelled and deferred during 2020 and to date in 2021. In addition, an extension and continued extensions of the last Collective Bargaining Agreement that expired on December 31, 2019, were sought and granted via multiple Memorandums of Understanding (MOUs) between the Aviation Authority and LIUNA. The Aviation Authority and LIUNA agreed in their Third and Fourth MOUs that if during 2021, the Aviation Authority provided a compensation adjustment to the non-bargaining unit employees, that the same compensation adjustment would be provided to bargaining unit employees. Full contract negotiations with LIUNA for a new Collective Bargaining Agreement effective January 1, 2022, for the bargaining unit employees will commence later this year and the Board will be requested to consider and approve the newly negotiated terms of the new Collective Bargaining Agreement at a later date.

ALTERNATIVES

None

FISCAL IMPACT

The proposed compensation adjustments and associated payroll and benefit costs for non-bargaining and bargaining unit employees for Fiscal Year 2022 is estimated to be \$2,400,000.00. The estimated amount is based on current employment levels. Funding for the proposed compensation adjustments is available in the Aviation Authority's proposed Fiscal Year 2022 budget.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to: (1) Authorize expenditures of an estimated \$2,400,000.00 for compensation adjustments and associated payroll and benefit costs for non-bargaining and bargaining unit personnel effective October 3, 2021; (2) approve revised non-bargaining and bargaining unit salary structures (includes Fire Department and Executive) and (3) authorize the Chief Executive Officer to implement the compensation adjustments.



Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4392

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Yovannie Rodriguez, Esq., Chief Administrative Officer
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation to Approve the Concessions/Procurement Committee Ranking of Proposals and Award of STC Passenger Lounge Concession Agreement, at Orlando International Airport, to Trip Hospitality Orlando LLC

BACKGROUND

On March 15, 2021, the Aviation Authority issued a Request for Proposals (RFP) for the non-exclusive right and obligation to rent, occupy, equip, furnish, operate and maintain approximately 9,301 square feet in the South Terminal Complex for the operation of a passenger lounge concession. The term of the concession is ten years and will commence when the South Terminal opens to the public. On May 28, 2021, the Aviation Authority received the following proposals in response to the RFP, listed in alphabetical order:

- AD Partnership LLC, DBA Airport Dimensions (AD Partnership)
- Aspire Lounge - DFB, LLC (Aspire)
- Escape Lounge MCO, LLC (Escape)
- TAV America Operation Services Inc. (TAV America)
- Trip Hospitality Orlando LLC (Trip Hospitality)

The RFP evaluation criteria rated as satisfactory or unsatisfactory were:

- Proposer's financial capability;
- Proposer's reputation; and
- Proposer's ACDBE participation.

The RFP evaluation criteria evaluated for their strength were:

- Demonstrated experience and qualifications;
- Customer service and marketing;
- Concept and range of prices charged to passengers;
- Concession improvements; and
- Financial return to the Aviation Authority.

ISSUES

On June 25, 2021, the Concessions/Procurement Committee evaluated the proposals received (see attached minutes). Based on the Committee's review, four proposals received were deemed satisfactory with regard to the evaluation criteria rated as satisfactory or unsatisfactory. TAV America's proposed ACDBE Participation was deemed unsatisfactory. The Committee deemed the proposal submitted by Trip Hospitality "Outstanding" in two criteria and "Very Good" in three criteria evaluated for strength.

The Committee's recommended overall ranking of the proposals based on all of the evaluation criteria were as follows:

1. Trip Hospitality
2. AD Partnership
3. Aspire
4. Escape
5. TAV America

Subsequently, AD Partnership appealed the decision of the Concessions/Procurement Committee. Aspire initially appealed but later withdrew its appeal. Trip Hospitality responded to the appeal and cross-appealed as to various items related to AD Partnership's proposal. Escape did not appeal, however did provide written and verbal comments in response to AD Partnership's appeal, which were all considered at the appeal hearing in front of the Chief Executive Officer on July 9, 2021. The appeal documents and the Chief Executive Officer's appeal decision are attached for your reference.

Upon Mr. Brown's decision and direction, on July 23, 2021 the Concessions/Procurement Committee reconvened as to the following:

"Evaluate the financial return to the Aviation Authority as defined by the RFP as 'the proposed percentage of Gross Receipts after consideration of the reasonableness of the information presented and assumption supporting the budget and pro forma submitted by the Proposers' and Re-evaluate AD Partnership's proposed ACDBE Participation."

The Concessions/Procurement Committee received a full staff briefing of its analysis of the Financial Return to the Aviation Authority and the reasonableness of the information presented and assumptions supporting the pro forma. The Concessions/Procurement Committee also received a briefing on AD Partnership's proposed ACDBE Participation plan. After discussion and deliberation, the Concessions/Procurement Committee ranked the Proposers consistently with the first ranking. (See attached minutes).

ALTERNATIVES

The Board may approve or not approve the Concessions/Procurement Committee's recommendation.

FISCAL IMPACT

During the first year of operation, the Aviation Authority will receive a concession fee in an amount equal to the greater of: (1) \$350,000 or (2) a percentage of 24% of gross receipts.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to: (1) approve the Concessions/Procurement Committee's ranking of proposals for the STC Passenger Lounge Concession Agreement at Orlando International Airport; (2) award the STC Passenger Lounge Concession at Orlando International Airport to Trip Hospitality Orlando LLC; and (3) authorize an Aviation Authority Officer or the Chief Executive Officer to execute the appropriate documents following satisfactory review by legal counsel.

On **JUNE 25, 2021**, the **CONCESSIONS/PROCUREMENT COMMITTEE** of the **GREATER ORLANDO AVIATION AUTHORITY** met in the Carl T. Langford Board Room at Orlando International Airport, One Jeff Fuqua Boulevard, Orlando, Florida, 32827. Chairman Friel called the meeting to order at 10:30 a.m. The meeting was posted in accordance with Florida Statutes and a quorum was present.

Committee members present:

Bradley Friel, Chairman
Kathleen Sharman, Vice Chair
Thomas Draper, Chief of Operations
Brian Engle, Director of Customer Experience
Deborah Silvers, Director of Risk Management

Staff/Others present:

Yovannie Rodriguez, Chief Administrative Officer
George Morning, Director of Small Business Development
Frank Browne, Assistant Manager, Concessions
Tina Jackson, Concessions Contract Administrator
Gail Musselwhite, Executive Assistant
Dan Gerber, Interim General Counsel
Larissa Bou, Manager of Board Service and Recording
Secretary

Chairman Friel announced to all present that if a bidder or proposer is aggrieved by any of the proceedings of today's meeting and wishes to appeal the results of actions made by this Committee, they must file an appeal stating the item they wish to appeal and the basis for which they wish to appeal, and it must be received in writing by the Chief Executive Officer, Mr. Phillip N. Brown, via email pbrown@goaa.org with copy to larissa.bou@goaa.org, by Monday, July 5, 2021, by 4:00 p.m. (emails will be accepted during the pandemic COVID-19). **[During the meeting, the deadline for appeals was corrected for the record. The correct deadline for appeals is July 2, 2021 by 4:00pm].**

For individuals who conduct lobbying activities with Aviation Authority employees or Board members, registration with the Aviation Authority is required each year prior to conducting any lobbying activities. A statement of expenditures incurred in connection with those lobbying instances should also be filed prior to April 1 of each year for the preceding year. Lobbying any Aviation Authority Staff who are members of any committee responsible for ranking Proposals, Letters of Interest, Statements of Qualifications or Bids and thereafter forwarding those recommendations to the Board and/or Board Members is prohibited from the time that a Request for Proposals, Request for Letters of Interests, Request for Qualifications or Request for Bids is released to the time that the Board makes an award. In the event a lobbyist meets with or otherwise communicates with Staff or a Board member, including the Mayor of the City of Orlando or the Mayor of Orange County, the lobbyist shall file a Notice of Lobbying (Form 4) detailing each instance of lobbying to the Aviation Authority within 7 calendar days of such lobbying. Lobbyists will also provide a notice to the Aviation Authority when meeting with the Mayor of the City or Mayor of Orange County at their offices. The policy, forms, and instructions are available on the web site.

Before proceeding to business, Mr. Gerber asked Committee members to report any conflicts of interest or violations of the Aviation Authority's Code of Ethics and Business Conduct; lobbying activities policy; or the Florida Sunshine law with regard to any agenda item. None were expressed by any Committee member.

Mr. Gerber explained to the Committee and those present the order of the meeting. For each RFP, Ms. Rodriguez will first present staff's analysis; followed by public comment; and then the CPC will discuss and deliberate. He indicated that each Proposer will be given 2 minutes for public comments, and only one representative of each company will be allowed to speak. When the Committee begins its discussion and deliberations, no public comments or Proposers comments would be allowed. Additionally, Mr. Gerber indicated that

even though we are under a federal mask mandate, we must record this meeting for public records purposes; therefore, he indicated that any speaker, whether a Committee member or public member, could remove their mask when speaking onto the microphone. Lastly, he directed the Committee's attention to the evaluation forms placed on the dais, and indicated that they had been provided one form for the Passenger Lounge Concession and another one for the Quick Service Food and Beverage Concession. These forms need to be returned to Ms. Bou, Recording Secretary, at the conclusion of the meeting.

RECOMMENDATION TO REVIEW/RANK PROPOSALS FOR THE SOUTH TERMINAL COMPLEX (STC) PASSENGER LOUNGE CONCESSION

Ms. Rodriguez started by presenting a map of the proposed location for this concession (copy on file), which is located post-security, Level 3, Unit BB and it consists of 9,301 square feet. The map also depicted the various awarded concessions located in the area.

She stated that the Term shall commence on the day the Aviation Authority opens the South Terminal C to the public and expire on the 10th anniversary of commencement. Additionally, for each Agreement Period of the Term, the successful Proposer will pay to the Aviation Authority a Concession Fee in an amount equal to the greater of: (1) a Minimum Annual Concession Fee of \$350,000 or (2) a percentage of Gross Receipts equal to the sum of the successful Proposer's proposed percentage of not less than thirteen (13%) percent. Ms. Rodriguez made a point to mention that this is proposed as a common use lounge, not a specific brand.

Ms. Rodriguez listed the criteria used for evaluation, as follows:

Evaluation Criteria Rated as Satisfactory or Unsatisfactory

Financial Capability
Reputation (References)
ACDBE Participation

Evaluation Criteria Rated According to Strength Demonstrated In Proposal

Demonstrated Experience and Qualifications
Customer Service and Marketing
Concept and Range of Prices Charged to Passengers
Concession Improvements
Financial Return to the Aviation Authority

She continued by listing the five (5) Proposals received in alphabetical order, as follows:

- AD Partnership, LLC, DBA Airport Dimensions (AD Partnership)
- Aspire Lounge - DFB, LLC (Aspire)
- Escape Lounge MCO, LLC (Escape)
- TAV America Operation Services, Inc. (TAV America)
- Trip Hospitality Orlando, LLC (Trip Hospitality)

Moving on, Ms. Rodriguez asked Vice Chair Sharman to provide staff's analysis of the financial information offered by the Proposers in their response to the Request for Proposals. Vice Chair Sharman stated that the financial analysis included areas of liquidity, profitability, and long-term solvency. Additionally, Dun and Bradstreet reports were reviewed.

The Committee was provided a memorandum containing the financial analysis. This information was also posted on the Airport's website along with the agenda (copy on file).

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Ms. Rodriguez continued with staff's analysis with regard to Reputation, and indicated that all Proposers received favorable references.

Proceeding, Ms. Rodriguez stated that for the next criteria, ACDBE Participation, the Aviation Authority established a participation goal for this Concession opportunity of thirty percent (30%) of the total anticipated concession revenues. All Proposers submitted the required ACDBE participation goal of 30%; however, the Aviation Authority's legal counsel, Mr. Gerber, requested clarification from AD Partnership and TAV America regarding issues with the proposed participation.

Chairman Friel recognized Mr. Gerber, who presented AD Partnerships and TAV America's proposed ACDBE participation and clarifications that were attained.

Continuing, Mr. Gerber provided his legal review as it relates to TAV America's proposed ACDBE participation. TAV America also recommended changes to the Concessions Agreement provided in the RFP. If this contract were to be awarded to TAV America Mr. Gerber reminded the committee that the proposed changes would not be accepted.

Chairman Friel asked the Committee if there any questions thus far. Vice Chair Sharman asked for clarification regarding the first three criteria. Mr. Gerber explained that the first three criteria were to be evaluated as "Satisfactory" or "Unsatisfactory".

The Committee consensed to rate all Proposers "Satisfactory" in this criterion, with exception of TAV America who was "Unsatisfactory" as to its proposed ACDBE participation.

Chairman Friel recognized Ms. Rodriguez, who continued with staff's analysis with regard to Proposers' Demonstrated Experience and Qualifications. Ms. Rodriguez provided a summary of the analysis for each Proposer and indicated that a more thorough report was included as part of the agenda packet (copy on file).

Additionally, under this criterion, Proposers were asked to disclose any pending litigations or criminal investigations. Ms. Rodriguez communicated that two Proposers disclosed one lawsuit each.

Chairman Friel asked if any of the Committee members had questions with regard to staff's findings for Experience and Qualifications. Vice Chair Sharman asked if legal staff conducted any further research, in addition to the litigations disclosed by Proposers. Mr. Gerber responded in the affirmative and communicated that legal staff did a full analysis of each Proposer for both the Passenger Lounge Concession's RFP and for Quick Service Food and Beverage Concession's RFP. He indicated that with the exception of one of the Proposers for the Quick Service Food and Beverage Concession, nothing material was identified.

Moving on, Ms. Rodriguez shared a summary of the analysis as it relates to Customer Service and Marketing.

Chairman Friel asked if any Committee member had questions or comments. There being no answer to his inquiry, he asked Ms. Rodriguez to continue with the next criterion.

Ms. Rodriguez reiterated that an in-depth staff's analysis of each criteria was provided with the agenda (copy on file). She continued by sharing a summary of the "Concept and Range of Prices Charged to Passengers" criterion.

Chairman Friel asked if the Committee had any questions with regard to this criterion. Hearing none, he asked Ms. Rodriguez to continue with the presentation.

Ms. Rodriguez then presented the next criterion, "Proposed Improvement Investment", and reminded the Committee that the proposed space consists of 9,301 square feet. The RFP

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required a \$500 per square foot minimum investment. The following is the proposed investments by each proposer:

<u>Proposer</u>	<u>Improvement Investment</u>
AD Partnership	\$10,231,100
Aspire	\$ 9,301,000
Escape	\$ 6,510,700
TAV America	\$ 4,650,500
Trip Hospitality	\$10,850,000

Chairman Friel asked fellow Committee members if they had any questions regarding the information provided for this criterion. Hearing none, he asked Ms. Rodriguez to continue with the next criterion.

Ms. Rodriguez moved on to present the Proposed Financial Return. She explained that the proposed percentage of gross receipts would be ranked after consideration of the reasonableness of the information presented, and the assumptions supporting the budget and pro forma documents submitted by Proposers.

Chairman Friel asked Ms. Rodriguez to present the previous slide, which showed the Proposed Improvement Investment, and asked if Schenkel Schultz provide any feedback pertaining to the improvements. Ms. Rodriguez indicated that the agenda included an analysis from Schenkel Shultz, which revealed that all proposed improvements were satisfactory.

Continuing with the Proposed Financial Return, Ms. Rodriguez showed a slide (copy on file) that contained the following information:

<u>Proposer</u>	<u>% of Gross Receipts</u>
AD Partnership	27%
Aspire	27%
Escape	37.5%
TAV America	26%
Trip Hospitality	24%

Ms. Rodriguez reiterated that rather than just looking directly at the proposed percentage returns, the Committee should analyze the reasonableness of the documentation provided in the budgets and pro formas, and then they would be able to rank the percentage of gross receipts proposed. She reminded the Committee that each Proposer has its own price point and strategies.

Discussion ensued regarding the calculation of this criterion, for which Vice Chair Sharman volunteered to calculate.

In response to Chairman Friel's question regarding TAV America's offering of certain experiences and amenities available only for those who pay for the "Premium Area", Ms. Rodriguez explained that the Aviation Authority is interested in a common use lounge; therefore, this is something that the Committee could consider at the time of evaluation.

Mr. Gerber announced that staff's presentation had concluded.

Moving on to the public comments, Chairman Friel recognized Mr. Stuart Vella, with Plaza Premium Group and representing Trip Hospitality, who provided a brief overview of the proposal's highpoints and thanked the Committee for the opportunity of being considered.

Chairman Friel asked if anyone else in the audience would like to speak. Hearing none, the Committee continued with discussion of the proposals and deliberations.

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The Committee continue with the discussion and evaluation of the first three criteria Financial Capability, Reputation, and ACDBE Participation, which are to be rated as "Satisfactory" or "Unsatisfactory".

Chairman Friel opened the discussion by providing his thoughts about to the Proposers' submittal of "Financial Capability". He indicated that, in his opinion, all the Proposers were "Satisfactory" in this criterion. The Committee consensed with this rating.

For "Reputation", Chairman Friel stated that based on all responses to the request for references being favorable, he believes that all Proposer's were "Satisfactory" in this criterion. Ms. Draper expressed his concurrence, as they all received good responses. The Committee consensed on a "Satisfactory" rating.

As for "ACDBE Participation", Chairman Friel made reference to the information provided by Ms. Rodriguez and Mr. Gerber, and expressed his concerns with regard to AD Partnership's method of achieving its participation goal and TAV America's ability to meet the proposed 46% participation or even the 30% required participation goal. Because both Proposers were responsive, Chairman Friel questioned whether they should be rated "Unsatisfactory" in this criterion. Vice Chair Sharman asked counsel if by rating a Proposer "Unsatisfactory" it would be automatically disqualified to continue. Mr. Gerber clarified that rating any Proposer "Unsatisfactory" would not rule them out; however, it is a differentiator to take under consideration. Mr. Draper and Ms. Silver discussed whether both Proposers should be rated "Unsatisfactory" in this criterion. The Committee consensed with a rating of "Satisfactory" for AD Partnership, Aspire, Escape, and Trip Hospitality and a rating of "Unsatisfactory" for TAV America as it relates to ACDBE participation requirements.

Continuing with the evaluation criteria rated according to strength demonstrated in the proposals, Chairman Friel explained to the Committee that these criteria will be evaluated as follows:

- Outstanding (O)
- Very Good (VG)
- Adequate (A)
- Less than Adequate (LA)
- Unacceptable (U)

Chairman Friel noted that with regard to "Demonstrated Experience and Qualifications", all Proposers demonstrated their ability to perform the services requested. This was demonstrated by their years of experience and the number of lounges and locations managed by the Proposers, both nationally and globally. He questioned if AD Partnership and Aspire's litigations would have an impact of their rating for this criterion. Mr. Gerber indicated that the material litigation and investigation information is for the Committee to balance the Proposers' financial strength and capability to be able to continue to operate. He continued by stating that these are companies with big operations, for which litigations are likely to occur.

Mr. Draper recommended that all Proposers be rated "Very Good" in this criterion. Vice Chair Sharman indicated that all proposals were great; however, if looking for a delineator, Escape has experience in airports that are similar to MCO.

Mr. Engle observed that three Proposers (Aspire, TAV America, and Trip Hospitality) mentioned being awarded by SKYTRAX, which is a substantial award. Chairman Friel asked if this delineator gives these Proposers an advantage with regard to Experience and Qualifications. Mr. Engle responded that looking at the overall information provided as it relates to years of experience and locations, he would not rate any of the Proposers as "Outstanding", but he would place them in high tier "Very Good"; therefore, he agreed with Mr. Draper's initial recommendation of a "Very Good" rate for all Proposers.

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The Committee consensed on the following rating for "Demonstrated Experience and Qualifications":

Proposer	Ranking
AD Partnership	VG
Aspire	VG
Escape	VG
TAV America	VG
Trip Hospitality	VG

Moving on, the Committee discussed the Proposers' responses for "Customer Service and Marketing". Chairman Friel began the discussion by stating that all of the Proposers appear to have good customer service training programs. He indicated that some Proposers stood out more than others. AD Partnership stood out because of its customer service training plan; Aspire, because of its "Be Remembered" approach; Escape, because of its practice of resolving issues locally; and Trip Hospitality's stood out because of its customer service and marketing program, which includes a social media approach.

Mr. Engle stated that he concurred with Chairman Friel's analysis and added that, in his opinion, AD Partnership and Aspire stood out from the other Proposers. Especially Aspire, which was the only Proposer that mentioned that they would incorporate the Aviation Authority's Customer Experience training to their program. He proposed a rating of "Very Good" for AD Partnership; "Outstanding" for Aspire; and "Adequate" for Escape, TAV America, and Trip Hospitality.

Discussion ensued with regard to the marketing plans provided by the Proposers. Chairman Friel opined that AD Partnership had a great marketing plan through its partnership with Chase, which facilitates access to a customer audience of over 80 million; Aspire demonstrated strong relationships as it relates to marketing; Trip Hospitality presented a strong approach to social media; and TAV America focused on creating a data driven marketing strategy.

Mr. Draper disagreed with the previously proposed rating for Escape, TAV America, and Trip Hospitality, and suggested a rating of "Very Good" for all three. He concurred with AD Partnership's rating of "Very Good" and Aspire's rating of "Outstanding". After a brief discussion regarding Mr. Draper's proposed ratings, the Committee consensed to the following rating for "Customer Service and Marketing":

Proposer	Ranking
AD Partnership	VG
Aspire	O
Escape	VG
TAV America	VG
Trip Hospitality	VG

Chairman Friel then initiated discussion with regard to the next criterion, "Concept and Range of Prices Charged to Passengers". He provided his opinion of the responses starting with AD Partnership, who proposed first class amenities, local flavor and custom menu, family oriented atmosphere, and sourcing other local companies to be part of its plan. As for Aspire, Chairman Friel highlighted its amenities and discounts offered. He indicated that Escape offered good amenities, local flavor menu, and a one-hour pass for guests. Vice Chair Sharman expressed her approval of Escape's one-hour pass. Continuing, Chairman Friel indicated that TAV America offered different experiences (Premium and VIP), which he questioned if it fulfills the common use provision. However, he liked the pop-up kitchen and contactless transaction concepts. As for Trip Hospitality, Chairman Friel opined that the concept is inclusive of families and business travelers; they highlighted local food and beverages, and local art; and proposed good amenities. He commented that pricing was comparable across the board, with the exception of TAV America.

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Lastly, he stated that he liked AD Partnership and Trip Hospitality's proposed concepts the most.

Mr. Engle expressed his concerns with TAV America's proposed "premium area" and asked how would they designate the type of experience provided to the customers. He concurred with Chairman Friel's view with regard to AD Partnership and Trip Hospitality's proposed concepts being a bit better than the other Proposers. Vice Chair Sharman reiterated her approval of Escape's one-hour pass and stated that all proposed concepts were good.

Mr. Draper commented that all concepts were good. He expressed his approval of TAV America's VIP/Premium program, as this would allow customers an option of a quieter, better, and more personal experience.

Ms. Silvers agreed with Mr. Draper's comments and indicated that what stood out for her, are the different ranges in prices. She question how attractive a one-hour pass would be in a common use lounge arena; however, none of the other Proposers presented that option. She expressed the same sentiment with regard to the VIP/Premium concept. She concluded by stating that all Proposers did a great job.

After further discussion regarding the differences between the proposed concepts, the Committee consensed on the following rating:

Proposer	Ranking
AD Partnership	VG
Aspire	VG
Escape	VG
TAV America	VG
Trip Hospitality	VG

Chairman Friel read the requirements for the following criterion, "Concession Improvements" and provided his initial thoughts. As for AD Partnership, the space was organized and the material board was appealing. Aspire proposed a soothing and calming concept. Escape themed their concept after the Orlando market, which reflected Central Florida; however, the way it was conveyed seemed like 5 different concepts, not a unified concept. TAV America proposed the lowest improvement investment. Trip Hospitality proposed a really good concept, especially the kids' area, which stood out.

Mr. Engel followed by providing his thoughts about proposed esthetics and use of space. He started by stating that AD Partnership and Trip Hospitality did an exceptional job. However, Trip Hospitality's proposed murals, greenery and delineated space stood out. It was his opinion that all concepts were very good with the exception of TAV America and Escape who, in his opinion, rated lower. He proposed a rating of "Outstanding" for AD Partnership and Trip Hospitality; "Very Good" for Aspire; and "Adequate" for Escape and TAV America. Chairman Friel and Ms. Silvers concurred with Mr. Engle's comments.

The Committee consensed on the following rating for "Concession Improvements":

Proposer	Ranking
AD Partnership	O
Aspire	VG
Escape	A
TAV America	A
Trip Hospitality	O

Moving on with the last criterion, "Financial Return to the Aviation Authority", Chairman Friel stated that ranking for this criterion is based upon a review of the proposed Percentage of Gross Receipts after consideration of the reasonableness of the information presented, and the assumptions supporting the budget and pro forma submitted by Proposers.

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He reviewed the proposed percentages of each Proposer. Mr. Gerber reiterated that the first step is for the Committee to look at the reasonableness of the information presented in the pro forma and assumptions supporting the budget.

Chairman Friel recognized Vice Chair Sharman who commented that the calculations of the percentages multiplied by the total sales for Year 1, result in the following financial return to the Aviation Authority:

- AD Partnership - \$1.2 million
- Aspire - \$1.5 million
- Escape - \$1 million
- TAV America - \$973K
- Trip Hospitality - \$2 million

With respect to the reasonableness of the proposals, she also observed the following proposed Cost per Enplanement (CPE) calculations:

- AD Partnership - \$1.29 CPE
- Aspire - \$1.67 CPE
- Escape - \$0.78 CPE
- TAV America - \$1.7 CPE
- Trip Hospitality - \$2.45 CPE

Vice Chair Sharman encouraged the Committee to also look at the Proposers' projected sales to determine reasonableness. Mr. Gerber indicated that there was an addendum to the RFP with regard to "merchandise sales", issued pursuant to Proposers' questions. The addendum indicated that the successful Proposer could sell merchandise subject to approval by the Aviation Authority. As for information provided with regard to assumptions supporting the budget, Mr. Gerber asked the Committee to take under consideration the fact that these are five leading, sophisticated, and experienced Proposers that know the market well.

Chairman Friel asked staff if they had any data on how other existing lounges perform in MCO and how they perform with respect to CPE. Mr. Frank Browne, Concessions, responded that staff did not perform this analysis of CPE for the current locations.

Brief discussion ensued regarding the proposed percentages.

Chairman Friel asked the Committee if they had any other questions or comments. Mr. Draper inquired if the ask is to evaluate who has the best financial return for the Aviation Authority. Mr. Gerber responded in the affirmative.

Vice Chair Sharman suggested a rating of "Adequate" for AD Partnership, Escape, and TAV America; "Very Good" for Aspire; and "Outstanding" for Trip Hospitality. Chairman Friel added that Trip Hospitality proposed return is not outside of the realm of possibility, even though there are higher than the other Proposers. Vice Chair Sharman also pointed out that Trip Hospitality proposed to sell merchandise, which could explain the difference in amounts.

Discussion ensued with regard to how the financial return to the Aviation Authority is calculated. The amounts for Year 1 were read by Chairman Friel once again for the record.

Ms. Silvers observed that AD Partnership and Aspire proposed the same percentage and because the difference between the Proposers is based on their estimates and calculations, she questioned if this is a reason not to differentiate between them. Vice Chair Sharman acknowledged Ms. Silver's point and opined that Escape should be rated higher, since they proposed a higher percentage. She indicated that this demonstrates Escape's potential

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to have a greater financial return; therefore, she suggested a rating of "Outstanding" for Escape.

The Committee paused discussion while Vice Chair Sharman performed calculations based on estimated amounts provided by Proposers for year 2023, which resulted in the following amounts:

- AD Partnership - \$1.5 million
- Aspire - \$2 million
- Escape - \$1.3 million
- TAV America - \$1.9 million
- Trip Hospitality - \$2.7 million

Discussion ensued regarding proposed financial returns. Based on the discussion the Committee consensed on the following rating for "Financial Return to the Aviation Authority":

Proposer	Ranking
AD Partnership	VG
Aspire	VG
Escape	VG
TAV America	A
Trip Hospitality	O

The Committee tallied the ratings for the Demonstrated Experience and Qualifications; Customer Service and Marketing; Concepts and Range of Prices Charges to Passengers, Concession Improvements; and Financial Return to the Aviation Authority, as follows:

Proposer	Outstanding	Very Good	Adequate	Less than Adequate	Unacceptable
AD Partnership	1	4	0	0	0
Aspire	1	4	0	0	0
Escape	0	4	1	0	0
*TAV America	0	3	2	0	0
Trip Hospitality	2	3	0	0	0

** TAV America had a rating of "Unsatisfactory" as it pertains to ACDBE Participation.*

Mr. Draper noted that there was a tie between AD Partnership and Aspire, he suggested that the Capital Investment be used as a tie breaker between the two Proposers. Vice Chair Sharman suggested the Committee base the tiebreak on the Financial Return to the Aviation Authority. The Committee consensed with Vice Chair Sharman suggestion.

Upon motion by Mr. Draper, second by Ms. Silvers, vote carried and to approve the ranking for the Request for Proposals for Passenger Lounge Concession as follows:

- First: Trip Hospitality Orlando, LLC
- Second: AD Partnership, LLC dba Airport Dimensions
- Third: Aspire Lounge - DFB, LLC
- Fourth: Escape Lounge MCO, LLC
- Fifth: TAV America Operation Services, Inc.

[Before the Committee moved to the next item on the agenda, Mr. Gerber corrected the deadline for appeals for the record. He indicated that the deadline is July 2, 2021 by 4:00pm. An email with the correct date will be sent out to Proposers for both Passenger Lounge Concession and Quick Service Food and Beverage Concession]

The Chairman called a brief recess before moving on to the next item.

RECOMMENDATION TO REVIEW/RANK PROPOSALS FOR THE SOUTH TERMINAL COMPLEX (STC) QUICK SERVICE FOOD & BEVERAGE CONCESSION

Chairman Friel informed the committee that it was time to consider the proposal for Quick Service Food and Beverage Concession for which a total of eight proposals was received.

Ms. Rodriguez started by presenting the location of the proposed Quick Service Unit V in the South Terminal C. She informed the committee that the proposed term of the successful proposer is ten years and for each agreement period of the term, the successful proposer will pay the Aviation Authority a concession fee in the amount equal to the greater of a minimum annual concession fee of \$165,000 or a percentage of gross receipts equal to the sum of the successful proposer's proposed percentage for food and beverage sales and 5% of gross receipts for sales to airport employees. The successful proposer is required to be complimentary and not duplicative of the previously awarded concepts in the South Terminal Complex.

Vice Chair Sharman requested a high level review of the previously awarded concession concepts in the South Terminal C.

Ms. Rodriguez presented the Committee with a map of the awarded concepts in the South Terminal C and gave a quick synopsis of the concepts.

Upon completion of the review of the previously awarded concepts, Ms. Rodriguez listed the criteria used for evaluation as follows:

Evaluation Criteria Rated as Satisfactory or Unsatisfactory

- Financial Capability
- Reputation (References)
- ACDBE Participation

Evaluation Criteria Rated According to Strength Demonstrated In Proposal

- Demonstrated Experience and Qualifications
- Customer Service and Marketing
- Concept, Quality Variety and Price of menu items proposed
- Concession Improvements
- Financial Return to the Aviation Authority

Chairman Friel noted that 8 proposals were received and referred the committee to the PowerPoint slide showing an alphabetical listing of the proposers.

Chairman Friel continued with a request for the review of the financial capabilities of the various proposers.

Vice Chair Sharman stated that Finance Department reviewed the financial information provided by the eight proposers. For the Quick Service Food and Beverage, staff looked at things like liquidity, profitability, long term solvency. Staff also looked at the Dun & Bradstreet reports on these proposers. Orlando F&B and Pizza Pizza were deemed satisfactory across the board by the team. McDonald's, The Chicken Guy and JDDA Concession Management, in your memo there are, there's some items of note concerning payment history that you can take into consideration. And of course the proposed deposits are all up there on the screen. With respect to Tijuana Flats, the financials provided had some negative working capital but there was other credit facilities that were available to them so we're you know okay with them with the hundred percent deposit. With respect to Legacy, their payment history was unavailable and then with respect to Izziban, they really didn't provide enough financial information for staff to do a comprehensive analysis so should they be moved forward in the process, we're probably going to have to reach out to them to get a little bit more information.

Chairman Friel asked if there were any questions from the Committee at this point. There were none.

Ms. Rodriguez continued with staff's analysis with regard to reputation. She stated that all the proposers provided references. When staff reached out to each of the supplied reference for each of the proposers, staff was able to connect with at least one reference for each proposer. All proposers received favorable reference with the exception of The Chicken Guy which although provided 4 references in its proposal, staff was only able to connect with one and that entity provided a negative reference.

Ms. Rodriguez continued on to the ACDBE participation analysis, explaining that the proposal required a 30 percent requirement to meet with either the participation or with the good faith efforts. All of the proposers addressed this concept in their documentation. The Chicken Guy proposed a 30 percent participation and a request to clarify its joint venture was done by legal counsel and there is some follow-up information there. Izziban is a hundred percent participation as well as JDDA, Legacy, McDonald's, Orlando Food and Beverage Partners and Pizza Pizza all proposing 100 percent. Tijuana Flats proposed zero percent ACDBE participation and had some documentation and explanation as to an attempt for some good faith efforts. Again, legal counsel and the Small Business Development Department did the analysis and has some additional information.

Chairman Friel asked legal counsel to please provide the additional information.

Mr. Gerber explained that The Chicken Guy proposed a joint venture with J Project Solutions. There are as you know regulations and federal guidance regarding ACDBE's. 49 CFR 23.55(d) states when an ACDBE performs as a participant in a joint venture, count a portion of the gross receipts equal to the distinct clearly defined portion of the work of the concession that the ACDBE performs with its own forces for its ACDBE roles. The key term here is distinct clearly defined. FAA guidance defines distinct as separate and distinguishable. In its proposal, the joint venture proposed 15 elements of how the venture would operate. JPS has varying fractions of responsibility allocation for 9 of the 15 elements. Five of the elements are assigned only to the majority partner. In only one element, airport customer service and training JPS has a distinct role but that is defined by the joint venture as only three percent of the venture's total work. Further, a request for clarification from The Chicken Guy was sent and we asked directly please provide clarification of the distinct clearly defined portion of the work performed by the ACDBE. Explain how the work will be, how the work performed will be distinct and clearly defined. Furthermore, federal law is mentioned many times in the request for proposal. This specific section that I'm referencing. The request resulted in a repetition of the proposal language. It is more likely than not that this operation would not meet FAA standards. There are other insufficiencies too. The venture does not place sufficient capitalization requirements on JPS to meet federal guidance. There are questions about the ownership and management of the ACDBE's portion of the business.

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Clarification was sought but was insufficient except for on partial issues. But the lack of distinct and clearly defined portions of work meeting the goal makes it unlikely that the venture can meet the 30 percent goal. Tijuana Flats failed to propose an ACDBE solution and failed to demonstrate good faith efforts to meet its goals.

Chairman Friel asked if there were any questions from anyone as to the report from legal counsel. There were none.

Ms. Rodriguez continued on to the evaluation criteria ranked according to strength demonstrated in the proposal. Ms. Rodriguez presented the staff analysis as to experience and qualifications. Staff also did an analysis as to litigation. No litigation issues were found for The Chicken Guy, Izziban, JDDA or Legacy. The McDonald's proposal failed to directly answer the past litigation question. It does not disqualify this proposer. No other legal issues though were identified.

Mr. Gerber asked if there were any other questions on the legal issues.

Chairman Friel asked about Pizza Pizza? Mr. Gerber explained that Pizza Pizza had two landlord tenant disputes for one of its locations. These were landlord tenant disputes with a specific landlord for breach of contract. A disclosure was not required. Both cases were resolved according to the court records. They appear to be immaterial however of course you can take that into your consideration.

Chairman Friel asked if there were any questions for legal.

Vice-Chair Sharman asked if the answer from McDonald's was acceptable from a legal perspective. Mr. Gerber answered that there was some disappointment that they did not answer this question directly. They did answer it. On balance though, the overall financial strength of McDonald's and the risk of meeting their financial obligations to the Aviation Authority because of these lawsuits, I did not find this to be a disqualifying factor.

Mr. Draper asked about some language in the RFP that states, the proposer or an affiliate must have a minimum of three years' experience in the direct managing of operation of a food and beverage business generating at least \$1M in annual gross receipts. Did staff check to see if they each have one place that met that qualification? Mr. Draper continued, for example the Orlando Food and Beverage Partners, they have the years of experience but they say they operate restaurants in airports and their generated sales for 2019 was \$3.8M so how many restaurants made up that \$3.8M or is that not a factor? Frank Browne from Concessions responded that the requirement is a combined sales of a million dollars so that would mean they would make that qualification of \$3.8M.

Chairman Friel asked if there were any other questions before we move on. There were none.

Ms. Rodriguez next explained the customer service and marketing criteria portions of the staff analysis.

Chairman Friel asked if there were any questions on the customer service and marketing proposals.

Next, Ms. Rodriguez continued by presenting staff analysis regarding the various concepts and associated menus.

Vice Chair Sharman requested the specific prices for the concepts. Ms. Rodriguez provided a summary of each proposers' menu process. Mr. Engle asked about price comparisons for the three Chick-fil-A offerings. Ms. Rodriguez responded they were pretty consistent,

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although there were slight differences. Ms. Rodriguez indicated she would print and hand out a chart with the various prices for use during evaluation and deliberation.

Chairman Friel stated that JDDA and Legacy seem very similar and are quite identical in a lot of areas. Orlando F&B Partners seems to be slightly less when looking at the categories. Chairman Friel asked if there were any questions from the Committee. There were none.

Mr. Gerber stated that due diligence was done on the fact that we have three Chick-fil-A brand proposers to ensure that all three were authorized by Chick-fil-A to propose and we did confirm that.

Ms. Rodriguez continued on to the next category which was the proposed investment for the improvements. She stated that the proposed space consists of 1209 square feet. The requirement was to propose \$500 a square foot for non-commissary space and \$100 for commissary space. It was up to the proposer on how they wanted to divide the space. Ms. Rodriguez presented a PowerPoint slide listing each Proposer and the proposed investment.

Chairman Friel asked if a minimum investment amount. But they could do different ratios? Ms. Rodriguez stated that was correct. There was an analysis done by the Aviation Authority's consultant as to the improvements. There were some small notations and they are contained on your SchenkelSchultz charts that are green. There were a couple of proposals that the renderings were not included, Pizza Pizza and Tijuana Flats. The que for the concession point of sale extends beyond the lease line for the Izziban and JDDA spaces. Tijuana Flats also appeared to extended beyond the lease line slightly.

Chairman Friel asked if there were any questions. Chairman Friel asked, regardless of which proposal was successful, were they all required to stay within their leaseholds. Ms. Rodriguez stated that was correct, any proposed plans would go through the Design Review Committee.

Chairman Friel asked if someone was outside their leasehold, their pro forma is based upon them using that leasehold and then using the non-leasehold area for the point of sale for their queuing, can they still meet their pro forma goal if now they're forced to push back into their leasehold which makes their kitchen smaller. Should that be a consideration when reviewing their proposals?

Mr. Gerber indicated it was not a disqualifying factor based on the consultant's review. A consultant would have failed with that circumstance if it was uncorrectable. They will have to go through DRC so all the proposers should know that the final design will be subject to DRC approval which is specified in the RFP.

Ms. Rodriguez moved on to next category, financial return to the Aviation Authority. She stated that the proposed percentage of gross receipts will be ranked after consideration of the reasonableness of the information presented and the assumption supporting the budget and pro forma submitted by each one of their proposers. She presented a list of the proposals. She noted that one of the proposers did propose a percentage on alcohol sales and alcohol sales are not permitted at this location. This concluded Ms. Rodriguez's presentation.

Chairman Friel asked if there were any speakers for the item? The Recording Secretary indicated there were speakers.

Mr. Gerber stated there were speakers and that presentations were limited to two minutes. Only one speaker per proposer and once the public comment period is over and once deliberations begin, there will be no further speakers allowed. Mr. Gerber recognized the first speaker, Mr. Hughes.

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Mr. Howard Hughes introduced himself and thanked the committee for the opportunity to speak. He continued that "I am the Director of Operations for Mr. Jim Gilchrist representing Gilchrist Enterprises. I've been with Jim for 20 plus years about the same time Jim became, started doing business out here at the airport. We really want to take this opportunity to kind of address the issue, the concern that the Committee would certainly have about the duplication of menus or duplication of brands and we really feel very strongly that the McDonald's brand and the Shake Shacks are two different target audiences and then we actually do compliment what the existing line of the venues, particularly the fact that at this airport in our current two locations, the two \$14M we do up here, about half of that takes place during breakfast. This airport geographically sees a huge amount of people coming out of the airport during mornings. That fifty percent of sales condensed into a 5 or 6 hour period means you really have to be able to produce large quantities to meet the public. Our location over here at Airside 2 it's not unusual to see a \$15,000 to \$17,000 morning at the McDonald's out here on a Saturday. It's just insane how busy it is early in the morning and we've been doing this for years so in that way we really feel we've got great confidence with the existing line up because there's just not that much on your awarded contracts that really specialize in breakfast. Additionally, when we moved into the burger business side what we call the regular menu side, we do way more than just burgers. The majority of our burgers are kid's business. McDonald's is kids we all know that. Our offerings of regular menu, they just, they're really not quite the same as Shake Shack. When you leave your house if you're heading to Shake Shack when you decide that they're too busy, you're probably not going to decide to go to McDonald's instead. Just two different type of trading areas and we're not really compared with them. Additionally, if we can get past that portion of the process, we know that there's three Chick-fil-A's on the docket as well and just down the road here, right in the main building you see a McDonald's, ours and then Chick-fil-A that face each other every day. If you haven't consulted the sales reports, you should because we've been doing business across from them for many many years. 2019 we came in at that location just under \$7M. They haven't quite hit four yet. Why? Why do consumers, why do our passengers choose us to the tune of us doing 70 percent more business than they do year after year when we're looking at each other right across the hallway. So we all know that percentage rent is largely based upon overall sales."

Mr. Gerber recognized the next speaker was Mr. Hall.

Mr. Hall introduced himself and continued: "Good afternoon my name is Kern Halls and I'm a local veteran owned ACDBE company. I partner with Orlando Food and Beverage Partners. This is also a veteran owned company as well as the modern day team that is a female ACDBE lead as well. I stood here just about two years ago and we weren't successful at the bid that we did at that time but I learned so much throughout that process. So much that I started partnering with the City of Orlando through My Brother's Keeper to start mentoring kids to understand, virtually through the pandemic we taught cooking classes and also we taught them an entrepreneurship. And the most thing now that I tell the students on a daily basis it's just about persistence and perseverance. One of the things that we always want do is that through this time is that we also became a vendor at the Amway Center you know partnering with the City of Orlando, making sure that we brand to some concessions in that venue so we got to ten year contract with them. Then also we got a phone call out of the blue from the pandemic from Orange County Public Schools. We fed students through the pandemic. A lot of students were learning virtually and we were able to feed a thousand students a day to make sure parents came in and picked up their meals and took it home to them. So we are really big on local and making sure we're supporting everybody that we can here. Since the last time we spoke to you as well, my son graduated from UCF and now he's going to be doing, going to school at University of Florida for his pharmacy program right here in Lake Nona. My wife's a Knight. My son was a Knight and now of course he's going to be a Gator. But as we continue to make sure that we do these, we want to make sure that we are attuning our students and everybody that we're persistent in everything that we do. So one of the things that I wanted to take away is that for this opportunity for here for this QSR opportunities that I would love for you all and

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myself to go back to the students at MBK, My Brother's Keeper and tell them that you know the hard work and perseverance paid off. Thank you for your time."

Mr. Gerber recognized the next speaker as Jason Yu.

Mr. Yu thanked the Chairman and Committee and senior Airport members. He continued that "I'm the owner of the JDDA Concession Management. We propose Chick-fil-A here. I guess hopefully we're number one Chick-fil-A in U.S. I just want to assure and guarantee my construction proposal and the cost but I want to guarantee once awarding the JDDA would guarantee \$1000 per square foot but we're going to spend money. That's it so eat more chicken. Thanks."

Mr. Gerber asked if there were any other speakers. Being none he indicated that deliberations would begin.

Chairman Friel thanked everyone for their comments. He indicated the committee would start evaluations of the financial capabilities, reputation and then the ACDBE participation, ratings would be either satisfactory or unsatisfactory. Chairman Friel indicating that under financial capabilities, he had everyone satisfactory.

Vice Chair Sharman asked legal counsel, with respect to the proposer that didn't quite give enough information, can ask for more? Mr. Gerber indicated that it was within her discretion. This is a one hundred percent small business. They did explain why they had difficulty in one of their years of financial statement presentation. It's within your discretion to say satisfactory or unsatisfactory.

All committee members consented to ranking all proposers satisfactory under financial capabilities.

Chairman Friel moved on next to the evaluation for reputation. The Chicken Guy under reputation provided for only one reference to us and it was unfavorable. So I want to read the reputation and this is out of the RFP: "Reputation will be considered based upon the information provided by the proposers' references or as otherwise determined by the Aviation Authority. A poor reference or multiple non-responsive references may result in an unsatisfactory rating." So based upon the guidance that was given as to the Committee, I think in my mind there was one unfavorable and that was the only one that were unsatisfactory. I don't know what the Committee thinks about that in that regard. But I can keep going if you want a moment to pause on that. Izziban I had as satisfactory. Actually I had everyone else as satisfactory. That was my only one, only one that stood out based upon their one unfavorable rating.

Mr. Draper agreed with the Chairman.

Vice Chair Sharman agreed with the Chairman.

Mr. Engle and Ms. Silvers consented with the members of the committee.

Chairman Friel moved on the ACDBE deliberation. He reminded the committee about the earlier presentation and counsel's input on that, I had written down that for The Chicken Guy more likely than not they will not meet the goal. Did I do that right?

Mr. Gerber confirmed that as proposed and clarified, yes.

Chairman Friel continued that he had them in his scoring based upon that is that they were unsatisfactory. That I had Izziban, JDDA, Legacy, McDonald's, Orlando FNB Partners, Pizza Pizza as satisfactory and then Tijuana Flats is they didn't, they were non-responsive basically on that in my view. They didn't submit anything for us to determine whether they were satisfactory or not did they?

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Mr. Morning reminded the committee that there were two requirements in the RFP. One was to meet the 30 percent ACBB goal and the second one was to provide the supporting ACDBE documentation which they did not.

Chairman Friel asked for the committee's input, specifically, is it responsive, non-responsive or is it unsatisfactory versus satisfactory? To me it seems a bit cut and dry. Ms. Silvers added that it seemed different from The Chicken Guy. He at least provided the information so it feels non-responsive. Mr. Engle stated: "I'm good with that." And Mr. Draper repeated that Chicken Guy is unsatisfactory. Chairman Friel attempted to summarize the discussion as Chicken Guy I had as unsatisfactory and then Tijuana Flats is non-responsive. So pausing there for a minute with that in mind. With Tijuana Flats being considered non-responsive on this one piece of their proposal, do we continue forward with them and evaluate or do you not? I would think counsel, legal counsel, any thoughts?

Mr. Gerber responded that No, non-responsive.

Chairman Friel continued that as a result of the legal clarification, the committee would continue evaluating all proposers with the exception of Tijuana Flats. Chairman Friel continued with a discussion regarding the demonstration of experience and qualifications proposed by the respective remaining proposers.

Mr. Draper suggested that they be ranked all very good because everyone fully met the requirements.

Chairman Friel: I'm fine with that.

Vice Chair Sharman agreed and Mr. Engle consented.

Chairman Friel initiated a full discussion regarding customer service and marketing attributes of each proposer.

Mr. Draper agreed with Chairman Friel's analysis although stated that he that Legacy and Orlando Food and Beverage Partners were a little bit above everybody else's because of how they, they spread out their program and their whole recognition and retention program among other stated items. He also stated that Izziban may be a step behind everybody else's for various reasons.

Mr. Engle agreed with both Chairman Friel and Mr. Draper and added that Izziban just a little bit lacking. Another item to note as far marketing plans having iPad ordering and having the kiosk is a positive. Another note was that 407 Empanada was the only one that mentioned that they will participate in our MCO customer experience training so the way I look at it, I mean I would rate Orlando Food and Beverage as well as Legacy as outstanding. Chicken Guy very good. Izziban adequate. JDDA very good and McDonald's very good.

Vice Chair Sharman concurred with the previous discussions. Vice Chair Sharman stated that she definitely loved Legacy's kiosk on this category, the other category where it would have the ordering kiosk on the board, and that was great and that the fact that they have people sort of out in the line so yes those two and Orlando FNB as well.

More discussion ensued and Vice Chair Sharman requested Mr. Engle to summarize the proposed ranking on the category again.

Chairman Friel and Mr. Engle summarized the proposed rankings on the category for each proposer and all Committee Members came to a consensus.

Chairman Friel initiated a discussion on the category for Concepts and quality, variety and price on each venue. He reminded the committee that concepts were required to compliment the plan of South Terminal Concessions previously awarded.

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Chairman Friel asked a question of the Committee with respect to the three Chick Fil A brands and the fact that they are closed on Sundays. He pointed out that if Chick-fil-A ends up rising up at the top then just bear that in mind for the Committee. All that I know and even what I've read is you know Chick-fil-A from a sales perspective does as much in six days as well as a lot of others, most others did in seven. So it's a strong brand but as we evaluate the concepts and the menu prices and the menu, we need to be mindful that that won't be there on Sundays. So with having said that unless there's any questions or comments from the Committee on that.

Mr. Draper discussed why he thought they were all very good.

Vice Chair Sharman requested the floor to make a comment and was recognized by Chairman Friel. Vice Chair Sharman continued that "I would just as I did the last time one of these came up. I think McDonald's is a really great brand and it's a comfort brand right. Everywhere in the world you know what you're getting when you go to McDonald's and you're traveling so I just want to acknowledge that I think that, I think this is the right place for me to say that." Vice Chair Sharman continued that "obviously the proposers could have proposed any concept and three out of the eight of them proposed a Chick-fil-A. So I definitely think Chick-fil-A should have some strong consideration but I do, I just want to acknowledge that I kind of think McDonald's should be there somewhere. I said that before and I still stand by that."

More discussion ensued.

Mr. Draper suggested that McDonald's is an outstanding and Orlando Food and Beverage Partners is an outstanding because they, of the Chick-fil-A brands, they have in the cost comparison, they have the lower pricing and that everyone else is a very good.

Vice Chair Sharman added that she thought Legacy should be ranked very good on the basis of their concept of the mobile, the kiosk and concession improvements.

Chairman Friel clarified as to the complimentary concept requirement, that ranking McDonald's as outstanding, the committee was in effect, agreeing that they're complimentary?

Vice Chair Sharman agreed that McDonald's was complementary and not duplicative.

Chairman Friel asked again if the McDonald's proposal was complimentary.

Mr. Gerber stated that it was within the committee's discretion.

Chairman Friel requested that Mr. Engle repeat his suggested rankings.

Mr. Engle stated that he was confident in Legacy, FNB Partners for Chick-fil-A we said outstanding but there is a question about the kids meal and then to Vice Chair Sharman's point with Legacy you know with everything they're offering make them outstanding so there a differentiator in there as well.

Vice Chair Sharman confirmed Mr. Engle's statement with Legacy as outstanding and Mr. Draper repeated the proposed rankings as: Chicken Guy is very good; Izziban is very good; JDDA is very good; Legacy is outstanding; McDonald's is outstanding; Orlando FNB Partners is outstanding and Pizza Pizza is very good.

Chairman Friel moved the discussion to concession improvements. He then paused to ask legal counsel a question as Izziban's statement at the meeting that he committed to \$725,400 for their concession improvement. They made a public statement here earlier that they would increase.

Mr. Gerber clarified that the statement was in fact made by a representative of JDDA, and they could not amend their proposal verbally.

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Chairman Friel continued with the discussion regarding concession improvements at one point asking staff about the breakdown of front of house and back of house investments.

Ms. Rodriguez stated that obviously there's a commissary space and then there's a non-commissary space. But if you do look at the designs, there are good depictions of what they're proposing. That's really the only thing you can go on the documentation.

Ms. Silvers asked the Chairman if this were the appropriate time to consider the Schenkel Schultz evaluation.

Chairman Friel restated the consultant's analysis for the committee as Izziban and Pizza Pizza did not meet the requirements as it relates to the floor plan and the renderings and the JDDA que space was outside the leasehold.

Ms. Silvers pointed out that Pizza Pizza has a second notation regarding the renderings. Also, since it was a newer concept, 407 Empanadas, it was to review the concept and the concession improvements.

Mr. Draper continued that when looking at the drawings, he thought there was more of them that did not have the que in the leasehold.

Chairman Friel reminded the committee that any proposed queuing matters would be resolved by DRC and instead they should focus on the actual concept and then obviously the amount that they're proposing to invest. Chairman Friel continued with the discussion of the respective proposer's concepts and designs.

Mr. Draper reiterated that we asked that our consultant review and provide comment. The consultant found some areas of concern and we should take that into account and so I would start with Pizza Pizza and Izziban being adequate since they both have two areas of concern, from our general consultant on the space.

Mr. Engle stated that with the amount of improvements I mean that should obviously be in consideration. The McDonald's investment at nearly a million more so you almost have to say outstanding for that and of the three Chick-fil-A concepts both going off of the amount invested and just what I viewed, I suggest Orlando FNB Partners a little higher than I did Legacy and JDDA. Mr. Draper and Ms. Silvers agreed.

Ms. Silvers shared the images with Vice Chair Sharman and Mr. Gerber reminded both to speak into the microphone.

Vice Chair Sharman stated that she very much liked Legacy. She agreed with the fellow committee members but from appeal and "a look perspective", she thought Legacy was best. Vice-Chair Sharman continued that she agreed with everything else said.

Chairman Friel continued with The Chicken Guy as very good. Mr. Draper and Ms. Silvers agreed

Chairman Friel summarized the status of the rankings of the proposers on this element.

Vice Chair Sharman reminded the committee that the self-service component was appealing.

Chairman Friel suggested changing Legacy from very good to outstanding and the committee agreed.

Chairman Friel reiterated the proposed minimum annual guarantees and asked Vice Chair Sharman if she could help out with the pro forma.

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Vice Chair Sharman observed that the minimum annual guarantee times those 10 years pro forma sale and then calculated the proposed revenue to the Aviation Authority should be considered and stated the results in alphabetical order.

Vice Chair Sharman continued with some discussion regarding the three Chick-fil-A's and the price comparison sheet. It looked like although Orlando FNB's prices were slightly lower, their projected sales per enplanement was significantly higher so they're counting on selling more at a lesser price. JDDA was \$1 per enplaned passenger. Legacy's was 95 cents per enplaned passenger. Orlando FNB was \$1.68 per enplaned passenger.

Chairman Friel asked Vice Chair Sharman if she had the per enplaned passengers' values for McDonald's? Vice Chair Sharman said she focused on the Chick-fil-A's because the proposed MAG's were higher, but could find that pretty quickly. She continued that Chicken Guy is \$1; Izziban is 46 cents; Pizza Pizza is 34 cents; And McDonald's 25 cents.

Vice Chair Sharman continued that the calculations were just to give a sense on how much the spread is, but revenue to the Aviation Authority, financial return to Aviation Authority which is the title of this section, Orlando FNB has the highest, followed by JDDA.

Mr. Draper suggested that JDDA and Orlando Food & Beverage Partners be ranked outstanding and the rest very good.

Chairman Friel asked Vice Chair Sharman her thoughts. Vice Chair Sharman stated that if you're really going by financial returns of the Aviation Authority as provided in the proposals, the highest seen 13, this is over 10 years. The highest being 13 and Pizza Pizza you know is 2.3 and Izziban at 3.2. So I think those are lower. Then you've got another lump of people like The Chicken Guy and McDonald's and maybe Legacy, it's sort of in the middle and then you've got the other two, JDDA and Orlando FNB. I always lump them in three categories.

Chairman Friel and Mr. Draper agreed with that.

Mr. Draper suggested JDDA and Orlando FNB as outstanding. Vice Chair Sharman agreed.

Mr. Draper continued that The Chicken Guy and Legacy and McDonald's is very good. And Pizza Pizza and Izziban are adequate. Chairman Friel asked if the committee was in consensus and after some further discussion, it was determined they were.

Chairman Friel began to tally up the individual rankings and read them aloud as: Orlando FNB Partners 1; Legacy Concession 2; McDonald's 3; JDDA 4; The Chicken Guy 5; Pizza Pizza 6; and then Izziban 7.

Ms. Silvers reminded the committee that The Chicken Guy did have the two unsatisfactory rankings. Mr. Engle stated that he had them ranked at the bottom. Vice Chair Sharman reminded the committee that The Chicken Guy was already ranked 5.

Mr. Gerber advised that just because someone is ranked fifth, you know the ranking has to hold no matter how high or how low they are. So be careful with that ranking. Do not dismiss a ranking at 5 just because you don't think they're going to get there

Chairman Friel reiterated that two members of the Committee have expressed concerns. Mr. Draper agreed that the unsatisfactory should come in there. Vice-Chair Sharman agreed. Chairman Friel revised the last three rankings as Pizza Pizza at number 5; Izziban at 6; and The Chicken Guy at 7.

The committee came to a consensus. Chairman Friel asked for a motion.

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Ms. Silvers asked a question of legal counsel regarding the need to deem Tijuana Flats non-responsive.

Mr. Gerber instructed that yes that would be part of the motion.

Upon motion by Ms. Silvers, second by Mr. Engle, vote carried and to approve the ranking for the Request for Proposals for Quick Service Food and Beverage Concession as follows:

First:	Orlando Food & Beverage Partners
Second:	Legacy Concessions, LLC
Third:	McDonald's USA, LLC
Fourth:	JDDA Concession Management Incorporated
Fifth:	Pizza Pizza Inc. d/b/a 407 Empanada
Sixth:	Izziban Inc. d/b/a Izzi Modern Korean Kitchen
Seventh:	The Chicken Guy MCO LLC
Non-Responsive:	Tijuana Flats Restaurants LLC

Mr. Gerber clarified on the record that the appeals are due July 2. Initially at the start of the meeting someone said July 5. It's July 2 at 4 p.m. We'll send an email to all the proposers for that too if you have an appeal. Thank you.

ADJOURNMENT

Chairman Friel asked if there was further business to discuss before the Committee. Having no further business to discuss, the meeting was adjourned.

Larissa Bou
Recording Secretary

Brad Friel
Chairman



July 8, 2021

SENT VIA ELECTRONIC MAIL

Phillip N. Brown
Executive Director
Greater Orlando Aviation Authority
1 Jeff Fuqua Blvd., Main Terminal Building
Orlando, FL 32837
(pbrown@GOAA.org)

*Re: Response of Trip Hospitality (Plaza Premium) to
Appeals from AD Partnership & Aspire*

Dear Mr. Brown:

Our firm represents Trip Hospitality Orlando, LLC (Trip Hospitality/Plaza Premium). As you know, on June 25, 2021, the Concessions/Procurement Committee (CPC) ranked Trip Hospitality first among five bids in connection with its Request for Proposal (RFP) for the construction and operation of a common use passenger lounge concession in the South Terminal complex over a ten-year period. On July 2, 2021, the second and third ranked bidders, AD Partnership, LLC (AD) and Aspire Lounge-DFB, LLC (Aspire), respectively, filed letters appealing the CPC's unanimous decision. Please allow this letter to serve as Trip Hospitality's response to those appeal letters.

OVERVIEW

The unanimous decision of the CPC to rank Trip Hospitality #1 should be affirmed. Trip Hospitality/Plaza Premium provided the #1 financial deal to the Greater Orlando Aviation Authority (Authority) in terms of both capital expenditures *and* annual rent revenues. Trip Hospitality has been ranked the #1 common use airport lounge in the world for the past four years by Sky Trax and it enjoys a well-earned reputation for providing excellent customer service.

STANDARD OF REVIEW

The bidders protesting the Authority's intended contract award bear the burden of proving that the Authority's action was "contrary to the agency's governing statutes, the agency's rules or policies, or the solicitation specifications." Fla. Stat. § 120.57 (3) (f). The standard of proof shall

be whether the proposed action was “clearly erroneous, contrary to competition, arbitrary or capricious.” *Id.*

The challengers have a “stringent” burden of proof. *Agrico Chemical Co. v. State Department of Environmental Regulations*, 365 So. 2nd 759, 763 (Fla. 1st DCA 1979). “A capricious action is one which is taken without thought or reason or irrationally. An arbitrary decision is one not supported by facts or logic, or despotic.” *Id.* Accordingly, the CPC decision to rank Trip Hospitality first must be affirmed if a reasonable person could find any rational basis in fact or logic to support the decision.

CPC CORRECTLY RANKED TRIP HOSPITALITY #1

The CPC’s ranking of Trip Hospitality/Plaza Premium #1 is supported by the facts. Trip Hospitality is #1 in capital investment (\$10.85m), #1 in rent to the airport (\$2.06m), #1 in seat capacity (235), #1 in average ticket price per customer (\$33) and has repeatedly received awards for being the #1 common use lounge in the world by Sky Trax.

	CPC RANKING	CAPITAL INVESTMENT	RENT TO AIRPORT	SKY TRAX AWARDS	SEAT CAPACITY	AVG. TICKET \$ CUSTOMER
TRIP HOSPITALITY (PLAZA PREMIUM)	#1	#1 (\$10.85 m)	#1 (\$2.06 m)	#1 (4) Best common use airport lounge for 4 years	#1 (235)	#1 (\$33)
A.D.	#2	#2 (\$10.23 m)	#3 (\$1.20 m)	#3 (0)	#2 (187)	#2 (\$24)
ASPIRE	#3	#3 (\$9.30 m)	#2 (\$1.50 m)	#2 (2) Two awards in another category	#3 Unknown	#2 (tie) (\$24)

COMMON SENSE SUPPORTS CPC'S RANKING

AD's primary argument in their appeal letter is that the CPC should have used 27% instead of 24% in order to do the scoring *and* also as a tie breaker, as opposed to using revenues to the Authority. The reason, they say, is because the 27% is a guaranteed rate of return whereas the overall revenues are theoretical.

Logically, this argument defies common sense. The CPC members (and most people) understand that, as a matter of common sense, the Authority is better off getting 24% of \$2 than 27% of \$1. Further, if one argues that the "guaranteed" dollars are most significant, then we must turn to capital expenditures since it is the most concrete of all numbers.

Here again, Trip Hospitality wins. Trip Hospitality committed to **\$10.85** million in capital expenditures which is more than all other bidders. Indeed, Trip Hospitality's \$10.85 million guaranteed investment is \$1.55 million more than Aspire (\$9.30 mil) and \$620,000 more than AD (\$10.23). Trip Hospitality received OUTSTANDING scores for both capital expenditures *and* the revenues to the Authority. Trip Hospitality is clearly a notch above AD in both categories and therefore if any changes were to be made to these scores it should downgrading AD's score on capital expenditures from OUTSTANDING to VERY GOOD.

Further, for two reasons, it is particularly disingenuous for AD to claim that their 27% return rate will be a better guaranty of any amount of revenues. First, AD's pro forma shows them LOSING money in the first year, and every other year, for an incredible commercial loss of \$11,875,233 over the life of the contract. AD is the only bidder making a loss, and if Chase were to pull out of this losing venture the Authority would be seriously exposed as to rent revenues.

Second, it is a bit hypocritical for AD to urge the Authority to "trust" them regarding their legally flawed ACDBE method of counting participation (their RFP, as written, was not in compliance with federal regulations), but at the same time ask the Authority to be "skeptical" of Trip Hospitality's numbers regarding projected revenues. They can't have it both ways.

RATIONAL BASIS FOR HIGHER REVENUE PROJECTION

Trip Hospitality's RFP projected a return to the Authority of \$2.06 million in the first year, compared to \$1.5 million from Aspire and \$1.2 million from AD. The two challengers question Trip Hospitality's revenue projections.

First, Aspire's appeal letter speculates that the numbers "appear highly inflated." However, Aspire offered no back up support whatsoever or other numbers to substantiate its claim. Second, AD claims that it is "apparent" that Trip Hospitality's revenue projections of \$2.06 million must be "unreasonable" because it is higher than their own revenue projections of \$1.2 million. For some reason, AD did not complain about Aspire (their European partner who had the identical 27% rate) also having revenue projections higher than theirs at \$1.5 million.

AD questions how it could be possible for Trip Hospitality to estimate more revenues per year than AD. There are at least four reasons why Trip Hospitality's RFP was able to reasonably estimate revenues to be higher than AD and Aspire.

First, Trip Hospitality has 20% more seating capacity. Trip Hospitality put forth a proposal with a seat count of 235 seats and AD partnership only had 187 seats. (Aspire's bid did not identify the number of seats). This is significant and creates the potential for higher revenues and higher rent to the airport. For example, Trip Hospitality's commercial model is based on an average access fee of \$33 per guest versus AD's \$24. If you consider the 20% greater capacity at \$33 per guest, the Authority would experience revenue opportunity loss of \$16,250,144 over length of contract.

Second, "merchandising" was specifically allowed as an element of revenues pursuant to the RFP and Trip Hospitality included it in their pro forma. Trip Hospitality has been successful in selling exclusive luxury travel items, and calculated revenues from merchandising over the life of the contract to be a total \$2,783, 232. However, AD and Aspire both put \$0 in this category of revenues in their pro forma. AD's letter repeatedly suggested the unanimous CBC decision was a "mistake." The mistake of omitting merchandise is theirs, not the CPC's.

Third, a significant reason for Trip Hospitality higher revenues is that Trip Hospitality gets a higher average price per customer of \$33 ticket compared to the estimated \$24 per customer received by AD and Aspire.

While all three entities proposed a very similar walk-up rate (\$50, \$50, & \$47), AD relies upon low fees from Priority Pass and Chase bank to make up 70% of their customers, per their bid document. In contrast, by not relying on the high-volume low-cost partners, Trip Hospitality works with premium partners and airlines to ensure a higher rate per person across the volume of customers.

For example, Trip Hospitality receives a much higher rate per ticket because of its unique relationships with key clients, such as Capital One and Virgin Atlantic, who both pay higher rates than Chase or Priority Pass. We have global agreements with Virgin Atlantic because we operate their clubhouse lounges in seven airports in various countries, including five in the United States.

To further illustrate, when you apply the \$9 variance in average ticket prices to AD's projected 2,462,143 guests over the 10 year term, this equates to **\$22,259,287** in additional revenue opportunity for Trip Hospitality – this is without even considering Trip Hospitality's ability to increase the volume of guests or its greater seating capacity.

Oddly, Aspire's only specific comment in their appeal letter regarding our projections is that Trip Hospitality/Plaza Premium made the decision to walk away from the lower rate Priority Pass arrangement. This was a strategic move to *increase* revenues because Priority Pass offers below average ticket rates, and we replaced them with stronger partnerships that generate higher revenues. These greater revenues are reflected in our pro forma.

Fourth, Trip Hospitality captures a greater customer volume than AD. Trip Hospitality's analysis projects an annual average of 407,362 guests, 8.11% capture rate, and \$33 average access fee. AD expects an annual average of 246,214 guest per annum, a 4.9 % capture rate, and a \$24 average access fee (per our calculations).

Trip Hospitality is the founder of the common use airport lounge and has over 230 lounges in operation throughout the world. Our projections are consistent with our success elsewhere and are also attributable to our greater network of financial partners, the strength and commitments of our key B2B Partners, and our ownership of Dragon Pass.

Interestingly, AD speculates that since it did an internal survey of its own 20 lounges and determined that the highest performing AD lounge captured only 4.1% enplanement volumes, then any number above 4.1% should be "flagged as unreasonable." AD then proceeded to give an enplanement number higher at 4.9%.

AD's business model is not a benchmark for the industry in general or for Trip Hospitality specifically. It's unclear why a company that projects a total loss of \$11,875,233, and subcontracts out the operation of its lounge, is in a position to state that the #1 ranked common use lounge operator in the world, with 230 locations, does not know how to reasonably make pro forma revenue projections.

CUSTOMER SERVICE

Trip Hospitality has received Sky Trax awards for best common use airport lounge four years in a row. As one CP Committee member noted at the June 25, 2021 hearing, "You don't get those awards without having good customer service."

One of the reasons that Trip Hospitality has four Sky Trax Awards (and AD has none) is that Trip Hospitality operates its airport lounges with its own employees and therefore has more control to ensure a positive customer experience, as opposed to subcontracting out the work like AD.

Aspire received the score of "OUTSTANDING", while Trip Hospitality Trip and AD were scored "VERY GOOD". We take nothing away from Aspire in this regard. Aspire has received two Sky Trax awards (in categories other than common use lounges). However, Trip Hospitality is clearly a notch above AD and should have its score increased to OUTSTANDING.

ACDBE REQUIREMENTS NOT SATISFIED BY AD

AD does not meet the ACDBE requirements and should be disqualified. This was evident from the Memorandum from Tracy Harris, Manager of Concessions, to the Members of the Concessions/Procurement Committee dated June 25, 2021, which states: "AD Partnership proposed its participation through a contract with Hyde Park Hospitality, LLC. *The method of counting participation for federal regulatory compliance is not evident in the proposal.*"

AD then sought to amend or “clarify” its RFP by asking the Authority to trust that their ADBCE partner Hyde Park Hospitality, LLC (Hyde Park) will employ staff directly (and not as an independent contractors). However, since AD does not operate their own lounge and uses Sodexo, that means that the Authority will have to deploy the time and resources of its own staff to supervise AD, Sodexo and Hyde Park to ensure that Hyde Park provides the bonafied services its proposing and not just a pass through for staff compensation.

It certainly appears to be a pass through because Hyde Park is merely a contractual relationship (not a joint venture), it has zero financial risk (they contributed no capital), it has zero financial accountability (operating budget allegedly Chase responsibility), and shares responsibility with AD and Sodexo to meet the 30% ADBCE requirement.

AD’s inability to meet this 30% obligation is already evident. AD’s method of counting participation in the RFP was NOT in compliance with federal regulations for two reasons. First, the RFP did not include specific provisions to ensure compliance by specifying a “monitoring and enforcement mechanism to verify that the work committed to ACDBEs is actually performed by the ACDBEs”, in violation of 49 CFR 26.55 and 49 CFR 23.29.

Second, page 73 of AD’s bid states: “Payroll and Benefit costs are in line with a target ADBCE participation set by the RFP (30% of gross receipts)”. However, this number equates to **28.66%**, and does not meet the requirement. Specifically, AD’s % compliance is based on Payroll and Benefit costs being 30% of gross receipts. As per their pro-forma:

- Their Payroll and Benefit costs total \$18,646,079 (\$14,916,863 payroll + \$3,729,216 benefits) over life of contract.
- Their Gross Receipts total \$65,052,681 over life of contract.
- This equates to **28.66%** (\$18,646,079 / \$65,052,681) not the 30% required.

The risk of AD’s ACDBE compliance’s problem was pointed out by the Authority counsel at the 6/25/21 CPC hearing. Specifically, Counsel stated:

“It is a contractual relationship and not a joint venture... The risk to the authority is that HDH is responsible for hiring and training, but AD partnership will essentially supervise the HDH employees and HDH is not at risk for its portion of the work. The performance of the contract between the parties will have to be scrutinized... The authority will have to ensure that HDH provides the bonafied services its proposing and not just a pass through for staff compensation.”

Similarly, a CDC member voiced concerns at this same 6/25/21 hearing that AD’s ACDBE arrangement will require “*extra work*” from the Authority to monitor and track them:

“There was a little of concern with AD Partnership as far as the way they would actually achieve that 30%. What I heard was there is a way that we can monitor and confirm. It just seems like it’s going to create a little more *extra work for staff in order to be able to track it.*”

PAGE COUNT CHALLENGE

Aspire's appeal letter asserts that Trip Hospitality exceeded the 25-page limit. Aspire was the only company that misinterpreted the Authority page count requirements. The cover page, back page and tabs were included for the sole purpose of creating organization within the binder and Aspire was only bidder to not do this. Cover letters, tabs, and tables of content are items that do not count toward the 25 page limit because they are purely used to organize the bid document to make it easy for evaluation by the Authority. They are not considered content because they don't add to a bidder's ability to score stronger results.

In any event, please note below that Trip Hospitality's bid book conformed to the Authorities' guidelines. A breakdown of each page count is as follows:

TRIP HOSPITALITY

Cover Page 1
Cover Letter 1
Table of Contents 1
Proposer 7
Experience & References 3
Proposed Concept 5
Customer Service & Marketing 5
Concession Improvements 2
Additional Information 1
Back page 1
Section Dividers 8
TOTAL: 35
Total (sub cover page, back page, section dividers = -10): 25 Total

ASPIRE

Did not submit a bid document. Rather, all information including design, renderings, etc was included in the EP Form that totaled 59 pages.

AIRPORT DIMENSIONS

Cover Page 1
Table of Contents 1
Cover Letter 2
Proposer Experience & References 4
Proposed Concept 15
Concept Overview Subsection Tab 1
Customer Service & Marketing 4
Proposed Concession Improvements 3
Material Board 1
Section Dividers 10

TOTAL: 42

Total (sub - cover page (1), concept overview subsection tab (1) and section dividers (10) = 30 Total

SUBMISSION OF INFORMATION

Aspire, in another bizarre misinterpretation of RFP requirements, makes the unsupported claim that Trip Hospitality did not submit enough required information. On their first argument, they claim we submitted too much. The second argument is that we submitted too little.

Trip Hospitality met the submission requirements. Trip Hospitality provides views to our open kitchen and server areas in our renderings and have square footage clearly identified on our rendered floor plan for front of house and back of house areas.

In addition, Trip Hospitality operates our own lounges so we are fully aware of space requirements required for successful operation and we engaged SmartDesign Group to design our lounge, and they have in-house foodservice design expertise and plan and build kitchens for lounge and commissary spaces around the world.

SUMMARY

In summary, under the applicable legal standards, there are ample “facts” and “logic” to support the unanimous decision of the CPC to rank Trip Hospitality #1. Trip Hospitality is the #1 ranked common use airport lounge in the world and it’s RFP provided the #1 financial deal to the Authority in terms of both capital expenditures *and* annual rent revenues. We respectfully request that the CPC decision be affirmed.

If you have questions or comments, please do not hesitate to contact me at 407-926-7460. Thank you for your consideration.

Warm regards,



Ric A. Keller

RAK/car



July 8, 2021

Mr. Phillip Brown
GOAA Annex Building
5855 Cargo Road
Orlando, FL 32827-4349

Re: STC Passenger Lounge Concession

Dear Mr. Phillip Brown,

The Escape Lounge MCO LLC, the joint venture team of MAG USA, Gideon Toal Management Services and Superior Hospitality Group, have been asked to review and comment on the appeals made by the other bidders in the lounge RFP. We find it frustrating that it has become common place for operators in this space to contest every RFP when they do not get the result they want. However, we acknowledge and applaud the airports desire to run a fair process therefore submit our observations as requested.

After review, we kindly request that the process and scoring be re-examined for fairness and accuracy. We believe that the committee awarded proposers who may have used overly aggressive assumptions and penalized responses based on achievable results, facts, and reasonableness. We also think some responses were none compliant e.g., for ACDBE participation and some of the designs did not follow the design criteria provided by the airport and may in fact not even be buildable.

Therefore, we think there could be merit in reviewing the scoring across three areas including 1-Financial Return, 2-Design & Concession Improvements, and 3-ACDBE requirements. We encourage the committee to review the scoring for all the proposals utilizing all the requirements set forth in the proposal documents. This will facilitate a fair process.

We appreciate RFP processes can be difficult and subjective however we would recommend 3 things which could help ensure fairness and best value for the airport:

- Parties are interviewed to ensure the bids are fully understood and scored fairly. Interview questions could cover:
 - Asking parties to justify their financial bids and explain how they created their forecasts
 - Asking parties to explain how their design meets the brief and following review of the designs by the airport's Design Consultant and Architect questions whether the design is buildable
 - Asking parties how they will meet the ACDBE requirements
- Bidders are asked to bid a minimum guaranteed rent to flush out who has confidence in their financial forecast vs. those who have bid high forecast in attempt to game the system.
- Introduce a requirement for any bidder who underspends their CAPEX forecast pay over the saving to the airport as additional rent in year 1 of the contract rather than bidding a high number and then renegotiating the required spend.

To support these observations and recommendations please see some more detailed commentary below.

1. Financial Return Analysis

The first concern is the Financial Return to the Aviation Authority scoring methodology used by the committee (“Ranking for this criterion will be based upon a review of the proposed Percentage of Gross Receipts after consideration of the reasonableness of the information presented, and the assumptions supporting the budget and pro forma submitted by Proposers.”) However, in this category, Trip was awarded a score of outstanding, yet had the lowest proposed percentage of gross receipts at 24%. Escape’s percentage offer was over 50% greater than that at 37.5%. Escape was scored a VG while AD and Aspire were also given VG scores while offering 27%, over 10 percentage points lower.

After conducting a careful review of all proposer proforma’s, Trip was awarded for projecting over \$142M in sales over 10 years. This projection is more than double of any other submitted proforma, reflecting unrealistic assumptions and making it highly unlikely to deliver (See Figure 1). Using an assumed \$25 rate per guest, Trip is forecasting a capture rate of over 10% of enplanements – a number that is potentially unattainable and not supported. An interview process would allow a meaningful discussion and a question-response component would facilitate an assumption analysis. Furthermore, capture rates of 3-4% would be considered realistic and 4-5% would be best in class. Aspires revenue forecast also looked very optimistic given their limited experience in the US and they should be asked to justify how this will be delivered.

As the Escape Lounge financial offer stood significantly stronger than all others, it would be appropriate to score Escape Lounge as Outstanding and all others as Adequate. In addition, we feel that the assumption can made that our rent proposed would benefit the Authority financially at the highest level even if Trip’s revenues were to be attained.

An additional consideration would be to invite all bidders to submit a minimum annual guarantee amount. This would allow the airport to determine the bidder’s confidence in their pro forma and assumptions put forth.

Figure 1

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
ASSUMPTIONS USED												
Enplanements ¹	3,513,569	4,508,415	4,652,075	4,795,736	4,935,219	5,078,804	5,222,389	5,361,871	5,509,558	5,690,596	979,597	50,247,829
MAG Total Sales	\$ 2,753,749	\$ 3,640,272	\$ 4,607,000	\$ 5,931,801	\$ 6,317,653	\$ 6,794,392	\$ 7,372,629	\$ 8,063,502	\$ 8,907,098	\$ 9,917,874	\$ 1,707,362	\$ 66,013,331
MAG Total Rent	\$ 1,032,656	\$ 1,365,102	\$ 1,727,625	\$ 2,224,425	\$ 2,369,120	\$ 2,547,897	\$ 2,764,736	\$ 3,023,813	\$ 3,340,162	\$ 3,719,203	\$ 619,867	\$ 24,734,606
% rent	37.5%	37.5%	37.5%	37.5%	37.5%	37.5%	37.5%	37.5%	37.5%	37.5%	36.3%	37.5%
Rate per guest (assumption)	\$ 25.00	\$ 25.50	\$ 26.01	\$ 26.53	\$ 27.06	\$ 27.60	\$ 28.15	\$ 28.72	\$ 29.29	\$ 29.88	\$ 30.47	\$ 31.08
Guests per day	302	391	485	613	640	674	717	769	833	909	153	5,818
Capture Rate	3.1%	3.2%	3.8%	4.7%	4.7%	4.8%	5.0%	5.2%	5.5%	5.8%	5.7%	4.2%
Plaza Total Sales	\$ 8,603,942	\$ 10,898,252	\$ 11,862,732	\$ 12,554,744	\$ 13,769,254	\$ 14,395,443	\$ 15,520,933	\$ 16,147,102	\$ 17,381,444	\$ 18,133,180	\$ 3,039,582	\$ 142,306,607
Plaza Total Rent	\$ 2,064,946	\$ 2,615,581	\$ 2,847,056	\$ 3,013,139	\$ 3,304,621	\$ 3,454,906	\$ 3,725,024	\$ 3,875,305	\$ 4,171,546	\$ 4,351,963	\$ 729,500	\$ 34,153,586
% rent	24.0%	24.0%	24.0%	24.0%	24.0%	24.0%	24.0%	24.0%	24.0%	24.0%	24.0%	24.0%
Rate per guest (assumption)	\$ 25.00	\$ 25.50	\$ 26.01	\$ 26.53	\$ 27.06	\$ 27.60	\$ 28.15	\$ 28.72	\$ 29.29	\$ 29.88	\$ 30.47	\$ 31.08
Guests per day	943	1,171	1,250	1,297	1,394	1,429	1,510	1,540	1,626	1,663	273	12,543
Capture Rate	9.8%	9.5%	9.8%	9.9%	10.3%	10.3%	10.6%	10.5%	10.8%	10.7%	10.2%	9.1%
ALD Total Sales	4,525,088	5,706,023	5,922,376	6,122,510	6,331,290	6,570,270	6,785,806	7,010,555	7,259,303	7,552,370	1,267,092	65,052,681
ALD Total Rent	1,221,774	1,540,626	1,599,042	1,653,078	1,709,448	1,773,973	1,832,167	1,892,850	1,960,012	2,039,140	342,115	17,564,224
% rent	27.0%	27.0%	27.0%	27.0%	27.0%	27.0%	27.0%	27.0%	27.0%	27.0%	27.0%	27.0%
Rate per guest (assumption)	\$ 25.00	\$ 25.50	\$ 26.01	\$ 26.53	\$ 27.06	\$ 27.60	\$ 28.15	\$ 28.72	\$ 29.29	\$ 29.88	\$ 30.47	\$ 31.08
Guests per day	496	613	624	632	641	652	660	669	679	693	114	5,734
Capture Rate	5.2%	5.0%	4.9%	4.8%	4.7%	4.7%	4.6%	4.6%	4.5%	4.4%	4.2%	4.2%

2. Design & Concession Improvements

Lounge designs are inherently subjective, although it appears Escape Lounge was penalized with a scoring of adequate for the design and capital investment. A member of the panel commented that the Escape Lounge design seemed choppy and not flowing. The reality is that the Escape design followed the guidelines provided by the airport and the design intent of the area, without taking liberties in the renderings and plan that others took. In reviewing other bidders designs, it appears as though they created designs and floor plans that are not in the spirit of what GOAA has shared for the vision of the Palm Court area.

Excerpts from the “South Terminal Complex Tenant Design Criteria” include:

1.1.2 Design Intent

ARCHITECTURAL DESIGN

Architecturally, the facility is bright, uncluttered and spacious, welcoming visitors in a resort-like environment unique to this destination. **The design of the concession spaces should embrace this same aesthetic, providing openness and transparency** with a modern, forward thinking approach to merchandising and customer service. The Greater Orlando Aviation Authority embraces the use of technology and highly encourages its tenants to incorporate the newest advancements throughout their spaces in the most creative ways.

2.5.2.5 Design Condition - Clubs - “Palm Court”

Terminal C, Airside, Club Condition 1

The Common Use Club for the Airside is located at Level 4, overlooking the Palm Court on the south side of the main hub space. This location provides excellent views both to the exterior as well as the Palm Court and the

large media feature. A base-building interior glass railing creates an open balcony condition to the concourse below. Transparency to the Palm Court is important for this design condition and northern views from this space to the main hub of the Airside should be considered in the design.

As shown in the figures below, the committee might notice that the Aspire and Trip designs negated the open balcony condition identified by the TDC by proposing full height butt glazed walls in place of the handrail. These walls negate the openness aesthetic identified by the TDC. Additionally, a 16' tall butt glazed wall has constructability issues in that no vertical or horizontal mullions were indicated in their renderings.

In addition to this, the Trip design negated the openness and transparency from the balcony condition views into the Palm Court by locating the Back Bar and Kitchen walls at the lease line along the balcony – much of the Trip design turns its back onto the Palm Court rather than leveraging and celebrated the views into the Palm Court.

Figure 2: Aspire Plan showing glazed wall instead of handrail

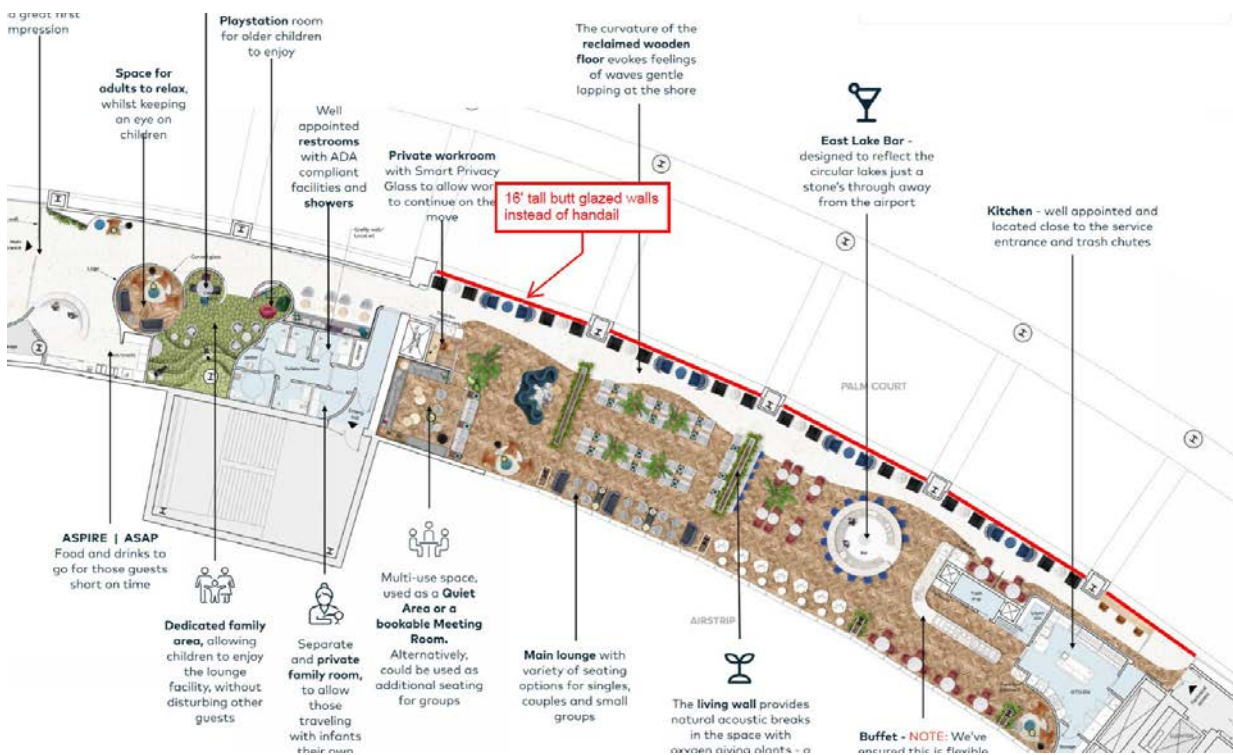


Figure 3: Aspire Plan showing glazed wall instead of handrail



Figure 4: Trip Plan showing glazed wall and back bar blocking views of Palm Court



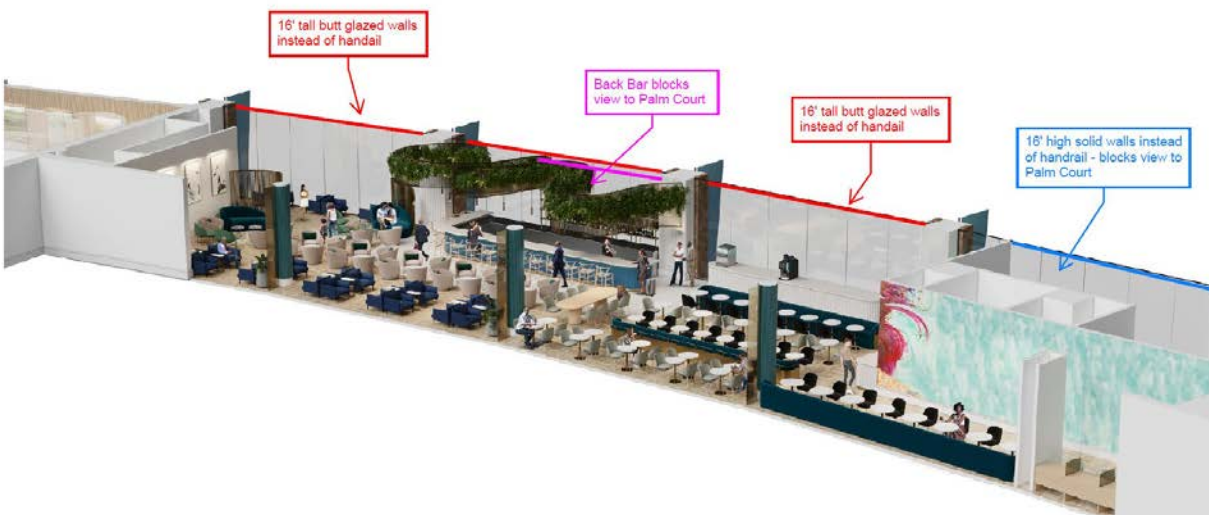
Figure 5: Trip rendering with back bar blocking views of Palm Court

PLAZA PREMIUM LOUNGE, ORLANDO | RENDERING 5: BAR



Figure 6: Trip plan with glazed wall and back bar blocking views of Palm Court

PLAZA PREMIUM LOUNGE, ORLANDO | RENDERING 6: BAR



It might be helpful for the airport's Design Consultant and Architect review the plans with these concerns in mind.

3. ACDBE

We believe a closer review of the AD Partnership ACDBE structure is warranted. We understand that the ACDBE qualification issue will be discussed at the hearing based on the two protests reviewed and therefore, it is appropriate that we may comment based on the issue being raised in the protests and responses.

GOAA Counsel, as well as the CPC, raised concerns of all the proposers meeting the 30% ACDBE goal in all the proposals except Escape. In their memo, GOAA Counsel concluded that despite a number of concerns, all the proposers met the 30% goal. However, at the CPC meeting, TAV was ranked unsatisfactory on the ACDBE criteria based on a lack of clear "actual participation" as a subcontractor.

AD Partnership subcontractor structure is similar to TAV, but based on a "clarification" email, the CPC ranked AD Partnership as satisfactory. We did not perceive any difference between the two structures and their explanations. Both are based on subcontractor revenues from providing services to the venture, but the "actual participation" was not presented other than general services (i.e. staffing) and it was not presented in their proposal as to how to calculate the 30% and how the participation amounted to 30%. Further, based on AD response, there is no clear distinction as to how the ACDBE will manage and control staff on their payroll when the operation and management of the concession will be controlled by Sodexo.



Going beyond the matters not presented in the RFP is generally not permitted, and on such a critical component as ACDBE participation, we do not believe such a matter is a "clarification" but an omission by the proposer. If in fact a clarification is allowed, there is still not a clear demonstration of how 30% actual participation is achieved by either TAV or AD Partnership, and it may be inconsistent to rank one satisfactory and the other unsatisfactory.

We believe the ACDBE matter should be sent back to the CPC and GOAA Counsel to further review whether either TAV or AD Partnership has met the ACDBE goals and address other proposers who did not properly complete the ACDBE DII form.

For all the reasons described and explained above Escape Lounge MCO, LLC requests that Greater Orlando Airport Authority direct the Concessions/Procurement Committee to rescore and re-rank all the proposers. Additionally, interviews with each of the bidders may be helpful to better understand their assumptions and approach to the lounge at MCO.

Signed,

Escape Lounge MCO LLC
Brad Comm – CFO, MAG USA
Jeremy Dalkoff – VP, MAG USA (Proposal Contact)

A handwritten signature in black ink, appearing to read "Brad Comm".
A handwritten signature in black ink, appearing to read "Jeremy Dalkoff".

407-843-8880

CHRIS.CARMODY@GRAY-ROBINSON.COM

July 2, 2021

E-MAIL (PBROWN@GOAA.ORG)

Mr. Phillip N. Brown, A.A.E.
Executive Director
Greater Orlando Aviation Authority
1 Jeff Fuqua Boulevard, Main Terminal Building
Orlando, Florida 32837

Re: Formal Letter of Appeal
July 2, 2021, Concessions/Procurement Committee ("CPC") Ranking
Request for Proposals for the STC Passenger Lounge Concession at
Orlando International Airport, South Terminal Complex

Dear Mr. Brown:

Please be advised that GrayRobinson, P.A., represents AD Partnership, LLC, DBA Airport Dimensions ("AD Partnership"). We submit this correspondence in general accordance with the procedures outlined in the Note Section of the Greater Orlando Aviation Authority Concessions/Procurement Committee Agenda dated June 25, 2021 ("CPC Meeting on June 25, 2021"). Under the rights afforded by the CPC Meeting on June 25, 2021, AD Partnership hereby formally appeals the Concession/Procurement Committee's ("CPC") decision to rank Trip Hospitality Orlando, LLC ("Trip Hospitality") first and AD Partnership second, for the award of the non-exclusive right and obligation to rent, occupy, equip, furnish, operate and maintain approximately 9,301 square feet in the South Terminal Complex for the operation of a passenger lounge concession for ten years, as more particularly described in the Request for Proposal dated March 15, 2021 ("RFP"). Accordingly, AD Partnership has two points of protest of the CPC's decision to rank Trip Hospitality ahead of AD Partnership, and hereby officially offers its appeal to the Chief Executive Officer of the Greater Orlando Aviation Authority (the "Authority").

SUMMARY OF THE ARGUMENT

AD Partnership is excited to further its partnership with the Authority and host the lounge space in the South Terminal. We have enjoyed a great relationship with the Authority in our two current lounges and we cannot wait for the chance to look after the many passengers that call Orlando home and those that call this great city a destination.

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We believe the CPC acknowledged our excitement, experience and capabilities, ranking AD Partnership the second highest proposal for the RFP. However, we believe we put forward a proposal that was second to none and will best serve the Authority and its guests. While AD Partnership appreciates and acknowledges the hard work put in by the Authority's CPC, we respectfully believe that there were scores issued that upon further review were errors resulting in arbitrary and capricious actions. As such, we submit this appeal.

First, the CPC overlooked an area of scoring as to Aspire being the only proposer to incorporate airport-specific training into their "Customer Service and Marketing" proposal. This is a simple issue, one that AD Partnerships acknowledges was likely unintentional. Ultimately though, this tipped the scales in a way that resulted in Aspire receiving a score of "Outstanding," and all other proposers receiving a score of "Very Good" in this category. However, as shown below, AD Partnership's proposal mentions numerous times, six to be exact, its plan to incorporate airport-specific criteria into their "Customer Service and Marketing" proposal. As a result of this overlooked point, AD Partnership asks you adjust AD Partnership's "Customer Service and Marketing" score to "Outstanding".

Adjusting the score from "Very Good" to "Outstanding" will result in AD Partnership and Trip Hospitality being tied. The first tiebreaker to be used is the percentage of gross receipts offered and, if still tied, the capital contribution. With AD Partnership offering a higher percentage of gross receipts (27%) than Trip Hospitality (24%), the tie is broken in favor of AD Partnership. Accordingly, AD Partnership requests that you correct the CPC's unintended mistake, and in so doing, adjust the scores to result in AD Partnership being ranked first.

The second requested relief, we believe, further reinforces this determination and makes AD Partnership the clear winner of this RFP. The relief concerns the scoring methodology used by the CPC for the "Financial Return Category." AD Partnership acknowledges that the sorting of the reasonableness and veracity of the various proforma sheets provided by the proposers was the most difficult of tasks, and even more difficult to do on the fly in a meeting. Nevertheless, we believe the ultimately decision, and in this case indecision, led to arbitrary and capricious action.

AD Partnership believes that applying the same consistent scoring criteria taking into consideration both (1) the percentage of concession fee put forward and (2) the dollar projected rent returns, would result in Trip Hospitality losing points (moving down from "Outstanding"). This scoring criteria was applied to all proposers with the exception of Trip Hospitality. Further, AD Partnership believes industry data shows that Trip Hospitality's

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pro-forma is not reasonable. Trip Hospitality, the proposer with the lowest percentage of gross receipts somehow proposed the highest financial return to the Authority. While CPC members noted concerns with the overall numbers of Trip Hospitality, no determination was affirmatively made as to whether the numbers were reasonable. As a result of this indecision, Trip Hospitality was ranked first by the CPC. We believe this was in error and Trip Hospitality's score should be reduced to at least "Very Good" from "Outstanding."

Alternatively, AD Partnership asks that the CPC re-open the scoring of this category with the same pro-forma sheets, and include clarification by the proposers of how the dollar figures were achieved. This clarifying information will allow the CPC to confidently assess the reasonableness of the proposers' pro-forma sheets and then assign scores that correlate with the reasonableness, or lack thereof, of the presented information.

For these reasons more enumerated below, AD Partnership respectfully requests that the Authority direct the CPC either rescore the evaluations and re-rank AD Partnership as first or ultimately reevaluate the RFP utilizing a uniform and fair process.

RELEVANT LAW

A. A Decision is Clearly Erroneous if a Mistake has been Committed

Law Applied to the RFP: Should the Authority determine that a mistake, even a simple one, was made in evaluating the proposals, the Authority should fix that mistake and rescore accordingly.

The ultimate question in procurement disputes is whether one vendor has received an unfair advantage over other vendors. If one bidder is or potentially could be provided an advantage not enjoyed by the other vendors, the potential for favoritism arises and the ultimate purpose of requiring competitive solicitations is thwarted. Grounds for bid protests can be rooted in ambiguities or errors in the specifications of the procurement, in deficiencies of an awarded vendor's bid, or in the actions or inactions of the agency in the evaluation and contract award process.

A person challenging an agency's intended contract award must prove that the agency's action violated its general standard of conduct because it was "contrary to the agency's governing statutes, the agency's rules or policies, or the [procurement] specifications." F.S. 120.57(3)(f). Additionally, under the applicable standards of review, the challenger must establish that the agency's misstep was "clearly erroneous, contrary

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to competition, arbitrary, or capricious.” *Id*; *State Contracting & Engineering Corp. v. Dept. of Transportation*, 709 So.2d 607, 609 (Fla. 1st DCA 1998).

Agency action will be found to be clearly erroneous if it is without rational support and, consequently, the ALJ has a “definite and firm conviction that a mistake has been committed.” *United States v. United States Gypsum Co.*, 333 U.S. 364, 395, 68 S.Ct. 525, 92 L.Ed. 746 (1948). See also *Pershing Industries, Inc. v. Dept. of Banking & Finance*, 591 So.2d 991 (Fla. 1st DCA 1991)(emphasis added) (agency's construction of its statute and rules will be upheld unless clearly erroneous). Agency action may also be found to be clearly erroneous if an agency's interpretation of law conflicts with the law's “plain and ordinary intent.” *Colbert v. Dept. of Health*, 890 So.2d 1165, 1166 (Fla. 1st DCA 2004).

“An arbitrary decision is one not supported by facts or logic” or one that is “despotic.” *Agrico Chemical Co. v. State Dept. of Environmental Regulation*, 365 So.2d 759, 763 (Fla. 1st DCA 1979), superseded by statute on other grounds 717 So.2d 72. Likewise, to act capriciously is to act “without thought or reason or irrationally.” *Id*. If agency action is “justifiable under any analysis that a reasonable person would use to reach a decision of similar importance, the decision is neither arbitrary nor capricious.” *Dravo Basic Materials Co. v. State, Dept. of Transportation*, 602 So.2d 632, 634 n.3 (Fla. 2d DCA 1992).

Furthermore, an agency's failure to comply with its own bid-evaluation criteria undermines the integrity of the competitive procurement process and invalidates it. *Moore v. State, Dept. of Health & Rehabilitation Services*, 596 So. 2d 759 (Fla. 1st DCA 1992). Deviation by the agency from the award criteria in the bid documents or the agency's failure to follow its in-house evaluation procedures and requirements is a ground for protesting and invalidating an award.

B. The CPC May Not Arbitrarily or Capriciously Discriminate Between Proposers

Law Applied to the RFP: The Authority, to avoid arbitrary and/or capricious actions, shall take measures to ensure that scoring criteria is applied to all proposals and that the comparison of those proposals is true comparison of information.

The object and purpose of competitive bidding statutes is to protect the public against collusive contracts; to secure fair competition upon equal terms to all bidders; to remove the temptation for collusion and opportunity for gain at public expense; to secure the best values at the lowest possible expense; and to afford an equal advantage to all desiring to do business with the public authorities, by providing an opportunity for an exact comparison of bids. *Wester v. Belote*, 138 So. 721, 722 (Fla. 1938) (emphasis added). An act is contrary to competition if it (1) creates the appearance of and opportunity for

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favoritism; (2) erodes public confidence that contracts are awarded equitably and economically; (3) causes the procurement process to be genuinely unfair or unreasonably exclusive; or (4) is unethical or dishonest. *Syslogic Tech. Servs., Inc. v. S. Fla. Water Mgmt. Dist.*, Case No. 01-4385BID (Fla. DOAH Jan. 18, 2002), *modified in part*, Case No. 2002-051 (Fla. SFWMD Mar. 6, 2002).

Additionally, Florida courts have held that an arbitrary decision “is one not supported by facts or logic, or despotic,” and a capricious action “is one which is taken without thought or reason or irrationally.” See *Agrico Chemical Company v. Dep’t of Env’tl. Reg.*, 365 So.2d 759, 763 (Fla. 1st DCA 1978).

In procurements, the public authority may not arbitrarily or capriciously discriminate between bidders, or make the award on the basis of personal preference. *Hotel China & Glassware Co. v. Bd. of Pub. Instruction of Alachua County*, 130 So.2d 78, 81 (Fla. 1st DCA 1961). See also *City of Sweetwater v. Solo Constr. Corp.*, 823 So.2d 798 (Fla. 3^d DCA 2002) (applying this arbitrary and capricious standard to RFPs as well as bids). Whether an evaluation committee acted arbitrarily is generally controlled by a determination of whether the committee complied with its own proposal criteria as outlined in the RFP. *Id.* at 802 (holding that the criteria espoused in the published invitation to bidders controlled the analysis of whether the city acted in an arbitrary manner).

C. When Evaluating the Financial Return of Proposers the CPC Must First Determine the “Reasonableness” of the Pro-Forma

RFP Language Applied to CPC Scoring: When evaluating the “Financial Return” of proposers, the CPC must first determine the “reasonableness” of the pro-forma.

When evaluating the “Financial Return” of proposers, the CPC must first determine the “reasonableness” of the pro-forma. This is addressed in the CPC’s agenda and noted below.

Financial Return to the Aviation Authority (Ranking for this criterion was based upon a review of the proposed Percentage of Gross Receipts after consideration of the **reasonableness** of the information presented, and the assumptions supporting the budget and pro forma submitted by Proposers.)

The Initial Minimum Annual Concession Fee was set by the Aviation Authority at Three Hundred Fifty Thousand Dollars (\$350,000.00).

Proposers were to submit their proposal on only the Percentage of Gross Receipts. A Percentage of Gross Receipts of less than 13% was not considered.

Additionally, the “reasonableness” of the data is a requirement of the RFP itself as shown in the screen grab from the RFP below.

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Financial Return to the Aviation Authority (Ranking for this criterion will be based upon a review of the proposed Percentage of Gross Receipts after consideration of the reasonableness of the information presented, and the assumptions supporting the budget and pro forma submitted by Proposers.)

Finally, this “reasonableness” was emphasized multiple times as can be seen from excerpts of the official GOAA recording of the CPC Meeting on June 25, 2021. See “Reasonableness Excerpts from CPC Meeting” attached to the letter as **Exhibit 1**.

D. “Percentage of Gross Receipts” Breaks Ties

Tiebreak Applied to RFP: Should the Authority rescore proposals, the “Percentage of Gross Receipts” should be utilized as the tiebreaker, and if still tied, “Capital Investment” as the secondary tiebreaker.

When tallying the original results, the CPC scored both AD Partnership and Aspire in a tie for second. The CPC initially decided to use the percentage of gross receipts as the tiebreaker. However, with both AD Partnership and Aspire having a 27% proposed percentage of gross receipts, the CPC then decided to use the proposed capital investment as the tiebreaker. AD Partnership had a capital investment of \$10,231,100, and Aspire had a capital investment of \$9,301,000, resulting in AD Partnership ranking second and Aspire ranking third. This detailed discussion is available in the excerpts of the official GOAA recording of the CPC Meeting on June 25, 2021. See “Tiebreaker Excerpts from CPC Meeting” attached to the addendum of this letter as **Exhibit 2**.

ARGUMENT

I. Mistake in Scoring of the “Customer Service & Marketing” Category

The CPC overlooked AD Partnership when it determined Aspire being the only proposer to incorporate airport-specific training into their “Customer Service and Marketing” proposal. It was this factor that resulted in Aspire receiving a score of “Outstanding,” and all other proposers (AD Partnership, Trip Hospitality, Escape, and TAV America) receiving a score of “Very Good” in this category. However, as shown below, AD Partnership’s proposal mentions numerous times, six to be exact, its plan to incorporate airport-specific criteria into their “Customer Service and Marketing” proposal. As such, while likely unintentional, this was an apparent mistake and/or error on behalf of the CPC. As a result, AD Partnership asks the CPC to correct this mistake and score AD Partnership as “Outstanding” as well, to allow for consistent and fair scoring criteria.

Each of the proposers were required to provide their training methods, as outlined in the criteria for “Customer Service & Marketing.” Specifically, each proposer were to

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“describe what customer service training they provide their employees and the extent to which the customer service training programs include training on customer service extending beyond the boundaries of the proposed Concession Premises.”

The CPC believed that Aspire was the only proposer to incorporate the Orlando specific customer experience training into their program. Specifically, it was stated in the CPC meeting when referencing Aspire:

... Aspire may be just a notch above, they're the only ones that actually mentioned that they would bring our training programs, the Orlando customer experience training into their program...

See “Airport-Specific Excerpts from CPC Meeting” attached to the addendum of this letter as **Exhibit 3**.

However, in AD Partnership’s proposal under Section 5 “Customer Service & Marketing” on pages 46 - 47, they specifically identify airport-specific training programs as seen in the following emphasized excerpts:

- Our training programs can be flexibly customized as needed to ensure we include airport-specific programs. (AD Partnership Proposal, Page 46)
- Sodexo provides a comprehensive onboarding process for their lounge employees, including the following:
 - Introduction to Sodexo, their global airline lounge business, and contract-specific information on the specific airport lounge, values, vision, and philosophies
 - Airport-specific training programs including security protocols
 - An understanding of expected service levels and contract-specific key performance indicators (AD Partnership Proposal, Page 46)
- The Aviation Academy will not only incorporate the staff orientation programs and Service Excellence curriculum mentioned below, it will be uniquely designed for The Sapphire Lounge by The Club and for MCO airport to feature customized training journeys that reflect the unique aspects of the lounge and airport experience. While some key modules are standardized, ServSafe and TSA Security and Badging, for example, many service and guest experience modules are custom built to recognize that

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the lounge experience is an important brand touchpoint. (AD Partnership Proposal, Page 47)

For comparison, Aspire's proposal contains the following regarding airport-specific training:

Aspire will work with the Aviation Authority to ensure that their training compliments any requirements or training that the airport has. (CPC Meeting on June 25, 2021, Page 8)

There is no question AD Partnership has also proposed incorporating airport-specific criteria into their "Customer Service and Marketing" proposal. Accordingly, the CPC inadvertently overlooked AD Partnership in determining Aspire being the only proposer to incorporate airport-specific training into their "Customer Service and Marketing" proposal. As such, this was an apparent mistake and/or error on behalf of the CPC. This mistake was material as it was the stated reason that Aspire was considered a "notch above" AD Partnership and the other proposers. As a result, AD Partnership asks the CPC to fix this mistake and score AD Partnership as "Outstanding" as well.

A. "Percentage of Gross Receipts" Breaks Tie In Favor of AD Partnership

If the Authority were to correct the above noted mistake, AD Partnership and Trip Hospitality would be tied in scoring. Accordingly, the Authority would need to employ a tiebreaker.

The established tiebreaker is the gross percentage of receipts. For this RFP, AD Partnership offered 27% of gross receipts while Trip Hospitality only offered 24%. As such, AD Partnership will win the tiebreaker ranking number one for the concession contract. Accordingly, we respectfully request that you adjust AD Partnership's score, leading to a first place ranking.

II. Scoring by the CPC in the "Financial Return" Category

The scoring methodology used by the CPC for the "Financial Return Category" was arbitrary and capricious. Trip Hospitality, the proposer with the lowest percentage of gross receipts, was ranked first by the CPC. This result occurred due to numerous factors, including (1) inconsistent scoring of proposals by the CPC, (2) the CPC did not consider the "reasonableness" of the information presented by Trip Hospitality and the assumptions supporting its budget.

A. Inconsistent Scoring by the CPC in the "Financial Return" Category

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The CPC did not consistently measure the data in the “Financial Return” category. For some proposers, the CPC considered both (1) the percentage of gross receipts put forward and (2) the dollar projected rent returns. For example, Escape received credit for putting in the highest percentage of gross receipts of 37.5%, which effectively upgraded them from an “Adequate” to a “Very Good” score¹. However, for Trip Hospitality, the CPC only considered the dollar projected rent returns and overlooked the fact they had the lowest percentage of gross revenues. With consistent scoring criteria applied that considers both metrics, it should have resulted in a lower score for Trip Hospitality.

The scoring for the Financial Return category is outlined in the CPC Agenda on page 17 with the respective “Proposed Percentage of Gross Receipts” for each Proposer:

Financial Return to the Aviation Authority (Ranking for this criterion was based upon a review of the proposed Percentage of Gross Receipts after consideration of the reasonableness of the information presented, and the assumptions supporting the budget and pro forma submitted by Proposers.)

The Initial Minimum Annual Concession Fee was set by the Aviation Authority at Three Hundred Fifty Thousand Dollars (\$350,000.00).

Proposers were to submit their proposal on only the Percentage of Gross Receipts. A Percentage of Gross Receipts of less than 13% was not considered.

PROPOSER	PROPOSED PERCENTAGE OF GROSS RECEIPTS
AD Partnership	27%
Aspire	27%
Escape	37.5%
TAV America	26%
Trip Hospitality	24%

The common theme throughout this category is percentage of gross receipts, not the final output on that percentage. This is for a logical reason: the Authority cannot hold a proposer accountable for the number of guests that visit the lounge, but the Authority can rely on the percentage of gross receipts earned from those guests. Thus, a vendor with a lower percentage puts the Authority at risk of collecting less than a vendor with a higher percentage. The CPC acknowledged this when ranking Escape (the highest at 37.5%), yet overlooked this factor when ranking Trip Hospitality (the lowest at 24%)².

The inconsistency of the CPC in considering both (1) the percentage of gross receipts put forward and (2) the dollar projected rent returns is where the arbitrary and

¹ This statement is found at the 1:16:20 mark of the recording made by GOAA of the CPC Meeting on June 25, 2021.

² In the “Financial Return” category, the CPC gave the following scores: Trip Hospitality received an “Outstanding,” AD Partnership, Aspire, and Escape all received a “Very Good,” and TAV America received an “Adequate.”

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capricious action took place and thus created an imbalanced playing field. As noted above, the CPC decided to give Trip Hospitality an “Outstanding” score in the “Financial Return” category on the basis that the overall rent projection for year one (1) way exceeded the other proposers' projections, without giving any consideration to Trip Hospitality’s actual percentage of gross receipts, which was the lowest of all proposers. Meanwhile, Escape received credit for putting in the highest percentage of gross receipts of 37.5%, which effectively upgraded them from an “Adequate” to a “Very Good” score. If the CPC utilized consistent scoring criteria applied that takes into account both metrics, it should have resulted in a lower score for Trip Hospitality. Accordingly, AD Partnership and Trip Hospitality would then be tied for first place both scoring “Very Good” in this category. Utilizing the CPC’s initial tiebreaker of “Percentage of Gross Receipts,” AD Partnership would win the tie with 27% gross receipts as compared to Trip Hospitality, with only 24% of gross receipts. As such, AD Partnership would be ranked in first place for the STC Passenger Lounge Concession.

B. The CPC Did Not Consider the “Reasonableness” of the Information Presented by Trip Hospitality and the Assumptions Supporting its Budget

1. There was No Adequate Evaluation Performed to Help the CPC Make a Determination on the Reasonableness of the Information Presented

Trip Hospitality’s pro-forma was a clear outlier from the other four proposers due to inflated revenue projections. Listening to the CPC recording, each of the members voiced concerns on the information available, or lack thereof, but none of them had clear evidence to make a determination the information presented was not reasonable. The biddable area of the “Financial Return” category was the percentage of gross receipts, and the CPC was asked to evaluate this against the assumptions in the pro-forma. However, there was no analysis completed by staff to help the CPC determine if these gross receipt projections were achievable. This dilemma is captured during the CPC discussion. See “Staff Analysis Excerpts from CPC Meeting” attached to the this letter as **Exhibit 4**.

Unfortunately, due to the lack of analysis for the specific calculations, one of the CPC Members had to make an “on the fly” calculation of the “reasonableness of the information presented in a pro-forma, the assumptions supporting the budget, and the pro-forma submitted by the proposers” and determined the following data points.

The projected year one (1) rent return calculations by the CPC are as follows:

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PROPOSER	PROJECTED YEAR ONE (1) RENT RETURNS
AD Partnership	\$ 1.2 Million
Aspire	\$ 1.5 Million
Escape	\$ 1.032 Million
TAV America	\$ 973,000.00
Trip Hospitality	\$ 2 Million+

Next, the CPC reviewed calculations on the pro-forma for the sales per enplaned passenger. These are shown in the table below:

PROPOSER	SALES PER ENPLANED PASSENGER
AD Partnership	\$ 1.29
Aspire	\$ 1.67
Escape	\$ 0.78
TAV America	\$ 1.07
Trip Hospitality	\$ 2.45

All metrics by the CPC in the “Financial Return” category can be seen below:

PROPOSER	CONCESSION FEE %	PROJECTED YEAR ONE (1) RENT RETURNS	SALES PER ENPLANED PASSENGER
AD Partnership	27%	\$ 1.2 Million	\$ 1.29
Aspire	27%	\$ 1.5 Million	\$ 1.67
Escape	37.5%	\$ 1.032 Million	\$ 0.78
TAV America	26%	\$ 973,000.00	\$ 1.07
TRIP Hospitality	24%	\$ 2 Million+	\$ 2.45

What is missing from these data points are the number of guests that any of the proposers rely upon to reach these sales figures, and the underlying assumptions that can validate their accuracy. Without an analysis or request for this additional information, the CPC was taking a guess as to the reasonableness of the information.

In the end, the CPC made a very subjective decision to trust the projections put forward by the proposer. The challenge with relying on these projections is they are not guaranteed. Additionally, it should be mentioned once more that the CPC members noted on multiple occasions the extreme outlier of projections given by Trip Hospitality, as can be seen from the excerpts of the official GOAA recording of the CPC Meeting on June 25, 2021. See “Outlier Excerpts from CPC Meeting” attached to the letter as **Exhibit 5**.

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2. The “Reasonableness” was Not Demonstrated in the Total Sales Projections Provided by Trip Hospitality

As discussed prior, there was no adequate evaluation done to help the CPC make a determination on the “reasonableness” of the information presented. If there was, it would have demonstrated the total sales projections provided by Trip Hospitality are unrealistic, and any assumptions used would not be grounded in data. To show this, AD Partnership conducted an evaluation of Trip Hospitality’s financial pro-forma and performed a benchmarking exercise against AD Partnership’s current operating lounge in MCO and its extensive network of 20 lounges in the US using 2019 full-year results. AD Partnership compared its benchmark results to Trip Hospitality’s gross revenue projections for 2023, the first full year the lounge will be in operation. Although the pro-forma did not explicitly state the number of guests projected into the lounge, AD Partnership was able to determine a proxy projection using its equivalent access pricing. The summary of the evaluation revealed Trip Hospitality is projecting to capture approximately 8.9% of the overall enplanement volumes, which is equivalent to 1,095 guests per day into its lounge. By comparison, AD partnership is expecting to capture 4.9% of the enplanement volumes, which is equivalent to 609 guests per day. Trip Hospitality’s projections are therefore approximately 80% higher than AD Partnership’s.

As additional context, AD Partnership’s current operating lounge in MCO Airside 4, in 2019, captured 3.5% of enplanement volumes, equivalent to 557 guests per day. The data published on MCO’s website reveals the Airside 4 concourse saw 5,830,615 enplanements in 2019. This compares to only 4,508,415 enplanements projected for the South Terminal Complex in the pro-forma for 2023.

Accordingly, when comparing Trip Hospitality’s projections to the actual results from 2019 at the AS4 lounge, Trip Hospitality is projecting 97% more guests in a terminal expected to have 22.7% less enplanements.

Furthermore, AD Partnership conducted an analysis of the capture rates of its US lounge network for 2019 – the busiest year in the aviation industry prior to the COVID-19 pandemic. The average capture rate across AD Partnership’s entire network was 2.6% of enplanement volumes. AD Partnership also conducted an analysis of its highest performing lounge, which has no other lounges competing with it, and determined its capture rate was 4.1% of enplanement volumes.

As such, AD Partnerships evaluation suggests Trip Hospitality’s capture rate of 8.9% of projected enplanement volumes is more than three times the 2019 average for AD Partnership’s entire network and more than double the rate of the highest performing lounge in AD Partnership’s entire US network of over 20 US lounges.

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Even more so, AD Partnership has access to the largest customer base in the industry. Its guaranteed access to the Priority Pass membership base and partnership with Chase Sapphire means it has the capability to reach a combined audience of over 80 million customers. AD Partnership's marketing plan received a "Very Good" score, showing the CPC's evaluation of AD Partnership's capability to successfully attract guests to the lounge. Further, AD Partnership has relationships with 25 airlines and to ensure accuracy in its data, AD Partnership factored into its projections that 29% of total guests would come from airline partners. For context, AD Partnership's lounge at Airside 4, the terminal with highest level of international enplanements currently, experienced 30% of total guests from airline partners.

It is therefore apparent from the analysis above that Trip Hospitality's pro-forma assumptions should have been flagged as unreasonable. This unintentional mistake, made by the CPC on the reasonableness of the information presented, should now be corrected.

As discussed previously, Trip Hospitality has only one (1) recently opened lounge located in the US. Trip Hospitality lacks US experience to support its gross revenue projections, while, AD Partnership's revenue projections are grounded in data from accurate performance projections based on its twenty (20) locations in the US, of which two (2) are in Orlando. AD Partnership asks that if this CPC is going to accept Trip Hospitality's revenue projections, that they apply the same pro-rata projections to AD Partnership to allow for a fair bidding process. Without comparable and fair projection criteria, Trip Hospitality's inflated projections based on a lack of sufficient market data in the US has created a bias bidding process against other proposers.

Accordingly, AD Partnership asks the CPC to review the evidence and utilize consistent scoring criteria taking into consideration both (1) the percentage of concession fee put forward and (2) the dollar projected rent returns. This scoring criteria was applied to all proposers with the exception of Trip Hospitality. As such, this would result in a lower score for Trip Hospitality if the CPC uniformly scored Trip Hospitality taking into account their 24% of gross receipts, which was the lowest proposed by any bidder. Alternatively, AD Partnerships asks that if this CPC is going to accept Trip Hospitality's revenue projections that they either apply the same pro-rata projections to AD Partnership to allow for a fair bidding process or seek clarification from all parties as to the basis for their proposed figures and then make a proper determination of the reasonableness of those figures. If either of the above fair scorings is completed by the CPC, this will result in at the very least a downgrade of Trip Hospitality's score from "Outstanding to "Very Good" for the "Financial Return" category, which would result in a tie between Trip Hospitality and AD Partnership for first place. As such, AD Partnership asks the CPC to use their initial tiebreaker of "Percentage of Gross Receipts." AD Partnership offered 27% of gross

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receipts while Trip Hospitality offered 24% of gross receipts, resulting in AD Partnership winning the tiebreaker and ranking number one for the concession contract.

PRAYER FOR RELIEF AND RESERVATION OF RIGHTS

For the above reasons, AD Partnership respectfully requests that the Authority stop the RFP process until the subject of this appeal is resolved by final action; that recommended and final orders are entered determining that:

(1) the CPC re-rank the proposals and award the non-exclusive right and obligation to AD Partnership to rent, occupy, equip, furnish, operate and maintain approximately 9,301 square feet in the South Terminal Complex for the operation of a passenger lounge concession for ten years, as more particularly described in the RFP;

(2) in the alternative, the CPC's final ranking of Trip Hospitality be rejected because of the scoring deficiencies and/or mistakes by the CPC that are arbitrary and capricious and contrary to competition for determining its intended contract awardees; or

(3) the entire process is reevaluated due to the CPC's scoring deficiencies and/or mistakes connected with the RFP.

The Authority provided requested public records on Wednesday, June 30, 2021. While we believe AD Partnership has reviewed the records necessary in preparation of this appeal, we respectfully reserve the right to amend this formal appeal to add further information that may become available.

We thank you again for your consideration of this formal appeal. While AD Partnership is prepared to seek all remedies available to it, AD Partnership remains hopeful of this current appeal process with the Authority.

If you should have any questions or comments, please do not hesitate to contact the undersigned at 407-843-8880. Thank you for your consideration.

Very truly yours,



Chris Carmody

Enclosure (Table of Exhibits and Five (5) Exhibits attached)
cc: Larissa Bou (larissa.bou@goaa.org)

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**ENCLOSURE ONE: TABLE OF EXHIBITS FOR AD PARTNERSHIP'S FORMAL
LETTER OF APPEAL**

TABLE OF EXHIBITS

EXHIBIT NO.	DESCRIPTION
Ex. 1	Reasonableness Excerpts from CPC Meeting
Ex. 2	Tiebreaker Excerpts from CPC Meeting
Ex. 3	Airport-specific Excerpts from CPC Meeting
Ex. 4	Staff Analysis Excerpts from CPC Meeting
Ex. 5	Outlier Excerpts from CPC Meeting

ENCLOSURE TWO: EXHIBITS FOR AD PARTNERSHIP'S FORMAL LETTER OF APPEAL

EXHIBIT ONE: REASONABLENESS EXCERPTS FROM CPC MEETING

Moving on to the proposed financial return. So the proposed percentage of gross receipts will be ranked after consideration of the reasonableness of the information presented and the assumptions supporting the budget and pro-forma documents submitted by the proposers. (00:28:04)

Again so you want to do the analysis of the reasonableness of the documentation provided in the budgets and their pro-forma's by the proposers, and then you would rank the percentage of gross receipts proposed. Obviously, they have different price points and different strategies, and so that analysis would have to be done prior to looking at just straight percentage returns. (00:29:36)

Now moving on to financial return based on reviews proposed percentage of gross receipts after all consideration of the reasonableness of the information which gets to the performance concept. (1:04:32)

The first thing to do is look at the reasonableness of the information presented in a pro-forma, the assumptions supporting the budget, and the pro-forma submitted by the proposers. Ok, thank you very much...I wish I had a little spreadsheet, so someone might need to check my math to make sure I didn't fat finger on my cell phone here, but I took year one, just before we even get into the reasonableness, just on what they did propose, year one when you multiply their percentages times their gross, it's total sales, so it's not what you think. (1:05:13)

OK, so with respect to the reasonableness of the proposal, and I'll just take them in order (1:06:49)

So I guess the reasonableness of those things being sold and I'm just pointing it out to the committee. I don't want to make a judgment. (1:07:48)

EXHIBIT TWO: TIEBREAKER EXCERPTS FROM CPC MEETING

So I think we've got a tally and a hierarchy here. Let's entertain a motion.

How do you want to, well Trip Hospitality is number one. And then you have a tie between AD Partnership and Aspire Lounge. Are you, are we agreed that the capital investment would be the tiebreaker?

Hold on, no wait a minute, or the financial return and yeah Aspire is higher and certainly . . .

Cause their percentages are the same, but the return that you did in the pro-forma is that Aspire is more. Correct?

Alright yeah, because it's going to be. They're both 27%, and financially whoever is going to put in more is actually going to put in more, so that's pretty concrete. So I could actually go either way, I know that's not helpful probably. But yeah, but I sort of see where Tom is coming from.

With them being at the same percentage, I would go to the special investment account, capital.

So then it makes AD Partnership two, Aspire three, Escape four, and TAV five. (1:24:17)

EXHIBIT THREE: AIRPORT-SPECIFIC EXCERPTS FROM CPC MEETING

So I agree with that, I was definitely impressed with AD Partnership and Aspire in the comments you mentioned, but I'd say Aspire maybe just a notch above, they are the only ones that actually mentioned that they would bring our training probes, the Orlando customer experience training into their program, so I think that's a good thing, and but the others were I guess if you want to put a rating out, I would say a very good for AD Partnership, outstanding for Aspire, and adequate for the other three so Escape, TAV, and Trip Hospitality. (48:36)

I think that this kind of goes hand in hand with the last category that we were just talking about where we talked about experience, and you all were citing all the awards and accolades that they have, and I think that the only thing that I would probably say is that, I think it was uh Escape and TAV and Trip Hospitality that Brian you said you would rank them as adequate, I think with their Skytrax wins and their accolades and stuff that I would see them more as all very good with I believe it was Aspire that you said stood out as outstanding, I could agree with that, just I was just looking more on their training program not so much, but that could be in consideration you know, just I mean you don't get those awards without having good customer service, absolutely right... So we had the latest discussion was it was very good for everyone with Aspire being an outstanding. Consensus. (51:07)

EXHIBIT FOUR: STAFF ANALYSIS EXCERPTS FROM CPC MEETING

Although it's a lounge, do we have any information from how other lounges perform here and how they perform with respect to the dollars spent per plane passenger? (1:11:11)

We did that, unfortunately, did not do the analysis, I'm sorry - Frank Brown with Concessions - on the revenue per employment for the current locations and as counsel said performer. We have to go by what they think they believe that they can do and produce for the airport, we can't make any assumptions. (1:11:35)

EXHIBIT FIVE: OUTLIER EXCERPTS FROM CPC MEETING

Then there's where I'm just a little nervous or skeptical, but the final one, Trip Hospitality \$2.45 per claimant. They also, if you look at what the others proposed to sell, it was mostly you know food and beverages. But they had a whole lot of other stuff. So I guess the reasonableness of those things being sold, and I'm just pointing it out to the committee. I don't want to make a judgment. I just want to let you know what to think about, right? Does that make sense? And maybe the concession's folks have had a little more of a discussion or looked into that a little bit more in terms of if that makes sense or if you think that makes sense or if it doesn't make sense. (1:07:23)

And then there's Trip, who is way more, and you just have to kind of think about if you feel that's reasonable. Let me keep checking. (1:10:40)

I mean, no, I get it everybody wrote down that they believe. It's nothing, but yet do we maybe the word is believed, you know feel like that is achievable in the market we are in right, and of course, they are trained professionals, but I just wanted to put it you know to explain to you that it just 'cause Escape has the highest percentage - I actually like them - but you know math wise they are not the highest return to the authority. (1:12:20)

I mean, I'm not a, I'm not a financial person, but I'm not with the return for Trip Hospitality. It doesn't necessarily scare me that that they are what they've presented is out of the realm of possibility. Let me put it that way. So I don't see that as the fact that there's so much higher than everyone is a negative. (1:13:55)

And that's kind of like when you look at bids in construction because somebody is an outlier. I am just pointing it out, maybe totally willing to deliver and more. But it's just an outlier compared to the rest of them, right. But they also are proposing but why it may be workable is that they're proposing to sell these other things that the other ones weren't proposing. So it kind of makes some sense there. (1:14:29)



Greater Orlando Aviation Authority
5855 Cargo Road
Orlando
Florida, 32827

Attention: Mr. Phillip N. Brown, Chief Executive Officer

Aspire Lounge-DFB, LLC
227 Fayetteville Street,
9th Floor Suite
Raleigh
NC 27601

Phone: +1 571-491-7711
Email: nick.ames@Swissport.com

Delivered by email

RE: STC Passenger Lounge RFP

Dear Mr. Brown

Based on recent information shared with Aspire Lounge-DFB, LLC regarding the ranking proposed by the Procurement Committee, in relation to the recent "STC Passenger Lounge" solicitation, we respectfully request your review of the decision, soon to be presented to the Aviation Authority Board, and assert that our proposal should rank first in line for award based on the reasons set out below.

Proposals submitted by first and second ranked bidders failed to meet the RFP requirements.

1. Exceeded page limitations

Upon reviewing the response from the preferred bidder Trip Hospitality Orlando, LLC ("Trip Hospitality"), and others, it is our belief that page counts exceed the mandated 25-page limit as we understand the written instructions provided by GOAA.

We respectfully ask you to refer to Item(s) 1, 2, 3 and 4 in Appendix 1 attached, obtained from the "STC-Passenger-Lounge-RFP-Volume-A-Invitation" and accompanying Addendums transmitted by GOAA as part of the solicitation.

Our objections stem from other bidders being given unfair advantage and undue influence by interspersing highly stylized, branded, and designed page dividers, front covers, cover letters and references. We believe that exceeding these strict page limits gives an unfair advantage over those that restricted their responses to the 25-page limit.

By way of example, the Trip Hospitality solicitation submission runs to 34 pages, nine pages over the authorized amount (please see Appendix 2).

For reference, the only sections that were deemed as allowed to be omitted from the page count were set out by GOAA as below (and further clarified within various Addendums as set out in Appendix 1);

- A)** The Eligibility and Proposal Form
- B)** Design Renderings
- C)** Financial Information
- D)** ACDBE Joint Venture Information

This would render all other submitted pages other than those listed above as being subject to the page limit and contributing to the page count. This is disappointing since we carefully and diligently ensured we respected the strict page count (counting our front pages and executive summary towards this count).

Furthermore, we removed all page dividers which would have assisted in reinforcing our brand, aiding with brand communication, and providing breathing space to the overall presentation.

2. Required information not submitted

In addition, and to the best of our knowledge, we were the only proposer to provide renders of the Commissary Space as required within the "Eligibility and Proposal Form".

We went to significant effort in planning the kitchen and commissary space, designing the spaces, rendering these spaces at significant cost and at the expense of further renders of the lounge.

The inclusion of these renderings was to fulfill the criteria outlined by GOAA and to ensure we had a compliant submission (Please refer to Item 5 of Appendix 1).

Revenue Assumptions of first ranked bidder unrealistic and financial projections misleading

We wish to question the projections used by Trip Hospitality as they appear highly inflated and not in keeping with the PAX projections that GOAA kindly provided.

We feel it necessary to highlight this as, whilst Trip Hospitality offered extremely large, forecasted revenues, these revenues are by no means guaranteed and would result in a lower concession payment of 24%.

What's more, Trip Hospitality make these earning projections whilst it being widely known that, from July 2021, they will no longer work with the world's largest independent airport lounge access programme, 'Priority Pass'*. This renders the lounge inaccessible to a large proportion of passengers at MCO, dramatically limits choice and the potential audience to a much smaller proportion than we would work with.

We strongly assert that our conversion / penetration rates are a realistic projection with a higher concession payment of 27%.

We would like to thank GOAA for the opportunity to work on this solicitation and hope that our comments are perceived as constructive and genuine in nature. We look forward to hearing from you in due course.

Sincerely



Nick Ames
Head of Lounges, North America
Swissport USA, Inc.



Jeffery Keys
Chief Executive Officer
Diversity Food Brands

(Proposing as Aspire Lounge-DFB, LLC)

* <https://www.businesstraveller.com/business-travel/2021/04/15/plaza-premium-to-end-contract-with-priority-pass-and-lounge-key/>

APPENDIX

ITEM 1

Excerpt from "STC-Passenger-Lounge-RFP-Volume-A-Invitation" provided by Greater Orlando Aviation Authority on March 15th, 2021

Eligibility and Proposal Form is provided in a writable format and must be completed, executed and submitted as the original document constituting your Proposal. Please type the information requested in the Eligibility and Proposal Form except signatures. Use additional pages as necessary and index your responses to correspond to the section designation used in the completed Eligibility and Proposal Form. **The number of additional pages shall be limited to 25 pages, excluding the Eligibility and Proposal Form, design renderings, financial information, and ACDBE joint venture information.** Please include the completed pro forma file in Excel format as part of the proposal.

ITEM 2

Answer 8 from Questions and Answers "Addendum 3"

Question 8: Items, documents and/or attachments that are included as a response to the Eligibility and Proposal form, are these items included in the 25-page requirement?

Answer 8: The number of additional pages is **limited to 25** excluding the eligibility and proposal form, design renderings, financial information, and ACDBE joint venture information, if applicable.

ITEM 3

Answer 28 from Questions and Answers "Addendum 6"

Question 28: Could you please clarify and list which requirements should be included in the limit of 25 pages mentioned in the Item 1 – Eligibility and Proposal Form? We understood that below list is subject to the 25 pages limitation.

- i. Proposer experience and references
- ii. Customer Service and Marketing
- iii. Proposed concession improvement
- iv. ACDBE program
- v. Relationship with the Aviation Authority
- vi. Additional Information

Answer 28: **Please refer to Addendum 3, Answers 8 and 12.**

ITEM 4

Answer 12 from Questions and Answers "Addendum 3"

Question 12: Regarding the "Eligibility and Proposal Form" requirements where additional attachments, documentation and/or explanation are required – these items are **not** counted in the 25-page requirement, correct?

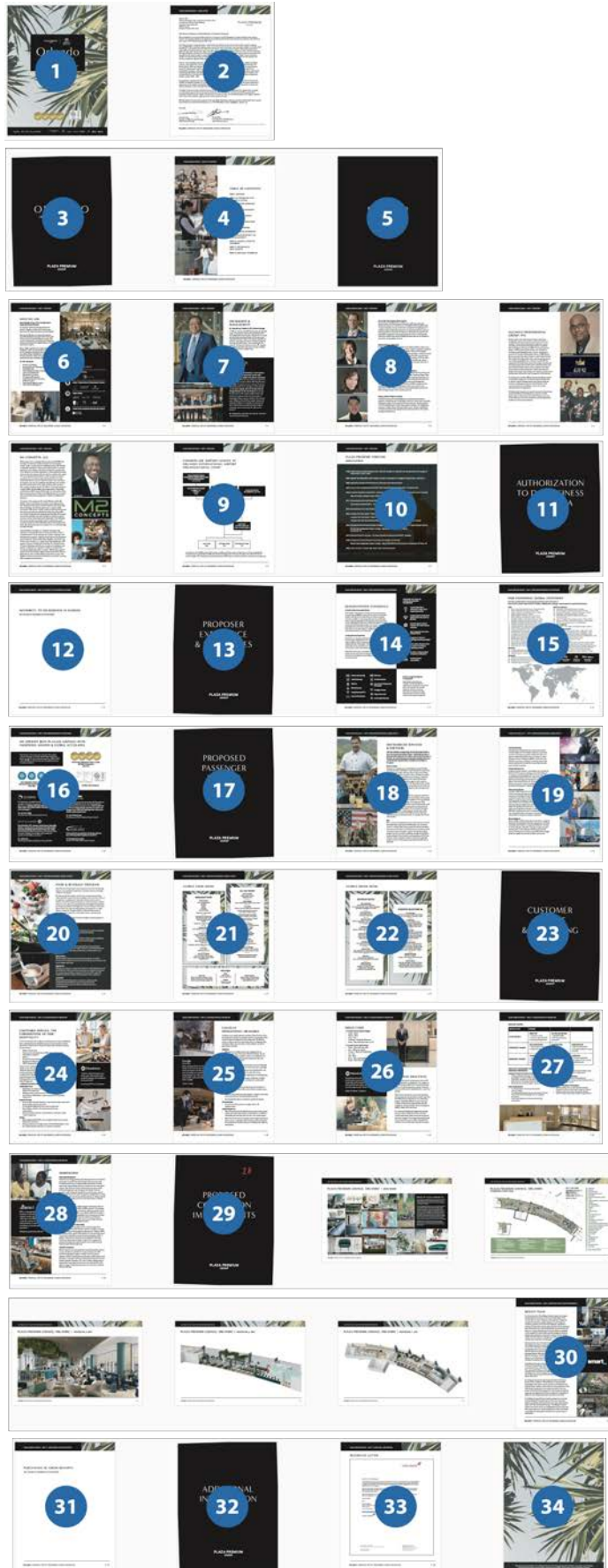
Answer 12: Any information not included directly in the Eligibility and Proposal Form, with the exception of those documents noted as excluded, shall count toward the 25 page limitation.

ITEM 5

Excerpt from "Eligibility and Proposal Form" Section 6.C

c. Proposed Use of Space and Investment in Improvements. Proposers should describe the portion of the Premises that will be used for commissary and non-commissary space, including the square footage of each, and **provide detailed renderings of the same**. The successful Proposer will be required to expend in the build-out of improvements, fixtures, furnishings and equipment (excluding inventory) not less than Five Hundred and No/100 Dollars (\$500.00) per square foot of the Premises.

APPENDIX 2





**GREATER ORLANDO
AVIATION AUTHORITY**

VIA EMAIL

July 14, 2021

TO: Mr. Chris Carmody (chris.carmody@gray-robinson.com)
CC: Mr. Chris Gwilliam (chris.gwilliam@airportdimensions.com)
Mr. Song Hoi See (businessdevelopment@plaza-network.com)
Mr. Stuart Vella (stuart.vella@plaza-network.com)
Mr. Nick Ames (nick.ames@swissport.com)
Mr. Jeremy Dalkoff (jeremy.dalkoff@magairports.com)
Mr. Thibaut Rouzaud (thibaut.rouzaud@tav.aero)

RE: STC Passenger Lounge Appeal

AD Partnership (AD) appeals the decision of the CPC to rank Trip Hospitality (TH) first out of five competitors for the South Terminal Complex Common Use Passenger Lounge (Lounge) concession. AD appeals on various grounds. AD appeals the CPC's decision to rank AD "Very Good" in the Customer Service and Marketing category. Second, AD appeals the CPC's decision to rank TH "Outstanding" on Financial Return to the Aviation Authority while AD was ranked "Very Good."

TH responded to AD's appeal and cross-appealed. TH's cross-appeal includes a claim that AD should have been ranked "Very Good" instead of "Outstanding" on Capital Improvements. TH also challenges the CPC's decision to rank TH "Very Good" instead of "Outstanding" on Customer Service and Marketing. Last, TH appeals the CPC's decision to assess AD's Small Business Participation ranking as "Satisfactory", claiming the correct assessment should have resulted in "disqualification"¹ of AD.

Aspire initially appealed but later withdrew its appeal. I will not discuss Aspire's appeal or TH's response to the Aspire appeal. MAG USA did not appeal. However, MAG USA did provide written and verbal comments in response to AD's appeal, which were considered in this decision.

Customer Service and Marketing Appeals

Reviews of the audio file of the CPC hearing and the Proposals for each competitor except TAV, which did not participate in the appeal process have been conducted. All of the Proposals produced information to support their claims that their approach was the strongest in this category. The Aviation Authority counts on the CPC members to conduct a thorough review of each page of every submission before the meeting is convened. Nothing in the transcript suggests that the CPC members did not engage in due diligence on this category or others based on the information presented. CPC members spent more than five minutes discussing the merits of the Customer Service and Marketing section of the proposals on the record.

CPC members exercised their discretion appropriately in the Customer Service and Marketing category. Whether Aspire's specific mention of GOAA compared to AD's general mention of airport-specific training or whether TH's Sky Trax awards lead to an "Outstanding" ranking instead of "Very Good" *compared to the entirety of all competitors' submissions* is within the discretion of the CPC. Interim General Counsel advises me that Florida law, which governs both sides' arguments, leads to the conclusion that there is no "definite and firm conviction" of a mistake by the CPC nor that this decision is "not supported by facts or logic." Both AD's and TH's assessed rankings of "Very Good" in this category were justified and rational. I will not disturb the CPC's finding in this category.

¹ By this, I assume that TH means either a "non-responsive" assessment or an "unsatisfactory" assessment.

TH's Capital Improvements Appeal

Whether this was or was not a focus of TH's appeal, TH conceded the issue at the hearing. Even without the concession, I would have found that the CPC was within its discretion to rank both AD and TH "Outstanding" in this category.

Financial Return

Financial Return to the Aviation Authority is defined by "the proposed percentage of Gross Receipts after consideration of the reasonableness of the information presented and the assumptions supporting the budget and pro forma submitted by the Proposers." Each Proposer submitted pro forma as required by the RFP. An important component of the pro forma for this part of the appeal is "Sales per Enplanement" ("SPE").

TH proposed an SPE of \$2.45 in year one, increasing to \$3.10 in year ten. AD forecast a SPE of approximately \$1.29, with slight variation, for the ten year term. Aspire forecast \$1.74 to \$2.03 SPE over the ten year term. TAV, although not an appeal participant, forecast a range of SPE from \$1.07 to \$1.95. Escape proposed the lowest SPE range, beginning year one at \$0.78.

The pro forma offer some explanations for the differential. TH assumes more revenue from airlines, alcohol sales, merchandise and the "other revenue" category than the other Proposers. The proposals offer limited rationale for each Proposers' SPE. Perhaps TH's Sky Trax awards, relationship with its current customers, use of the PPL pass, and relationship with business partners gives it an advantage over the other Proposers. Unfortunately, each Proposer offered limited explanation upon which the CPC might base its evaluation of the pro forma. The CPC meeting recording confirms that the committee's review on the reasonableness of the pro forma focused more on questions it had rather than the available answers.

Each party to the appeal offered substantial information supporting the reasonableness of the pro forma during the appeal. Had this detail been provided to the CPC, the discussion would likely have been more thorough. On this appeal, I will not supersede the fact-finding and evaluation mission of the CPC by evaluating the information now provided.

Whether in their respective appeal papers or at the hearing, each participant agreed to a supplemental procedure to allow each Proposer the opportunity to submit information which would then allow the CPC an opportunity to evaluate the reasonableness of the pro forma. Therefore, I will remand the matter to the CPC to evaluate "Financial Return to the Aviation Authority" with this new information.

Proposers may submit no more than 500 words of additional information to the Aviation Authority no later than Monday, July 19, 2021, at 2:00 pm Eastern Time. Submissions may be made by hand delivery to the Aviation Authority offices or by email to dgerber@rumberger.com and to Yovannie.rodriquez@goaa.org. Submissions are limited to describing the reasonableness of the information presented and the assumptions supporting the Proposer's budget and pro forma submitted by Proposers for this concession. **One** chart, spreadsheet or graph may be used to support the narrative. Appendices are not allowed. **The pro forma cannot be changed.**

The statement of additional information will be a public record. The statements will be distributed to each competitor before the CPC reconvenes on this matter.

I disagree with AD's assertion that the CPC must make separate findings on each part of the definition of the Financial Return category. Every evaluation category has some arguable sub-component. The Proposed Concession Improvements category might have three sub-components or more than ten, depending on how one breaks down the clauses in this section of the RFP. Further, the case law provided by AD contradicts its argument for separate findings. In *Webster v. Belote*, 138 So. 721, 726-727 (Fla. 1931) the Florida Supreme Court said, "The failure of the county commissioners to affirmatively determine on their minutes, that the bid of the Atlantic Shell Company was that of the lowest

responsible bidder, while an irregularity which would deprive the Atlantic Shell Company, in case of dispute, of the benefit of such a finding by the board of county commissioners as evidence, does not go to the validity of the contract itself, so long as there is sufficient evidence in the minutes and otherwise before the court to show that such a determination would have been sustained, if made." That is, there is no legal requirement that each clause describing an evaluation category must be ranked or assessed on the record. CPC's mandate is to evaluate the Financial Return to the Aviation Authority as defined by the RFP.

ACDBE Participation

TH cross-appeals the CPC's action finding that AD's ACDBE Participation proposal was "Satisfactory." TH makes two principal arguments. First, TH claims that the contractual relationship AD proposes with Hyde Park Hospitality (HPH) is acting as a pass-through staffing agency, contradicting federal regulations and guidance for counting ACDBE participation. TH also makes a mathematical argument that, even if the HPH relationship with AD complies with federal regulations, the percentage of proposed ACDBE participation is less than the 30% RFP requirement.

The Aviation Authority had questions regarding ACDBE compliance upon receipt of AD's proposal. On June 16, 2021, the Aviation Authority's Interim General Counsel contacted AD for clarification of the ACDBE portion of the proposal. Clarification was allowed by FAA ACDBE Guidance. See Federal Aviation Administration, ACDBE Joint Venture Guidance (July 17, 2008). AD responded promptly on June 18, 2021. AD's response asserted that the HPH relationship was a contractual relationship between AD and HPH; that HPH would hire, supervise and train its own employees; that the percentage goal would be achieved because the "GOAA revenues" for the pro forma would be different than the actual "AD Revenues" because of non-revenue customers generated by AD's relationship with Chase; and that AD's HPH relationship was consistent with other relationships approved at other airports. Interim General Counsel reported to the CPC, based on the clarification, that the Aviation Authority will bear a risk if it accepts this arrangement and that the performance will have to be scrutinized, stating, "The Authority will have to ensure that HDH provides the bona fide services it is proposing and is not just a pass through for staff compensation."

At the appeal hearing, AD responded to TH's claim. AD's response clarified the relationship between AD, Sodexo, and HPH; but, the clarification created further questions. AD offered, in response to the Aviation Authority's questions at the appeal hearing, that HPH was to receive a "management fee" of seven to eight percent. AD's Form 1 disclosure of \$1,314,000 in HPH annual revenues appears to include this management fee. AD stated that only one Sodexo employee would manage the lounge at a payroll cost to the AD operating entity of approximately \$70,000 annually plus benefits. Further, that the only staff and benefit costs for the lounge are attributed to HPH and the single Sodexo employee. No payroll costs are allocated in to pro forma to AD, Collinson (AD's guarantor) or JP Morgan Chase (JPMC). Although one can assume that Collinson and JPMC would have no employees dedicated to the lounge, one would have anticipated that AD would devote substantial resources to the lounge since AD's experience forms the basis for the proposal.

The reference to HPH's management fee and to Sodexo's single-employee raises further questions. Pages 46 and 47 of the AD proposal highlight **Sodexo's** onboarding, training, **Sodexo's** employee expectations, and refers to **Sodexo** as the "operating partner" for the lounge. The proposal refers to multiple "Sodexo employees" and "their [meaning Sodexo's] employees." HPH is not mentioned in pages 46 and 47. In its June 18 clarification email, AD explained HPH's role, in part, this way:

"It is important to note that HPH carries out its responsibilities by actually performing, managing, and supervising the work involved in accordance with normal industry practices. Hyde Park Hospitality therefore directly hires, trains and supervises its own employees."

On page 27 of the AD proposal, though, AD says, "We have selected Sodexo, the world's leading lounge operator, to perform lounge management operations for this opportunity."

The AD proposal indicates that HPH will rely on Sodexo's training (page 63 of AD's proposal). Because the proposal relies on "Sodexo's employees" and "Sodexo's training" and "Sodexo lounge management operations," there is a question about HPH's bona fide commercially valuable service. There is also a question about the bona fide role HPH plays if HPH will rely on Sodexo's training and employees' experience.

AD responded at the hearing with an assertion that the ACDBE participation proposed in this procurement has been approved by the Aviation Authority in the past. That assertion will be subject to staff review before the CPC.

In counting towards the 30% ACDBE participation goal, TH noted that the mathematical percentage of "staffing and benefits" equals 28.66% of the projected revenues. AD noted that the ACDBE percentage will be greater than 30% because the lounge's income will be less than the gross receipts reportable to the Aviation Authority on which the percentage fee is based. That is, the Aviation Authority requires the lounge operator to pay a percentage fee against an assumed price for "free" customers who are admitted based on their status as a credit card holder or for some other reason. This allows the Aviation Authority to receive a percentage fee for otherwise "free" customers which would use the lounge services instead of patronizing the Aviation Authority's other concessionaires.

The applicable federal regulation is 49 C.F.R. 23.55. The relevant portions of the regulation state:

(b) Count the total dollar value of gross receipts an ACDBE earns under a concession agreement and the total dollar value of a management contract or subcontract with an ACDBE toward the goal. However, if the ACDBE enters into a subconcession agreement or subcontract with a non-ACDBE, do not count any of the gross receipts earned by the non-ACDBE.

(c) When an ACDBE performs as a subconcessionaire or subcontractor for a non-ACDBE, count only the portion of the gross receipts earned by the ACDBE under its subagreement.

(e) Count the entire amount of fees or commissions charged by an ACDBE firm for a bona fide service, provided that, as the recipient, you determine this amount to be reasonable and not excessive as compared with fees customarily allowed for similar services. Such services may include, but are not limited to, professional, technical, consultant, legal, security systems, advertising, building cleaning and maintenance, computer programming, or managerial.

AD's pro forma contains a note that 27% of the gross receipts on which its percentage fee is based are derived from those non-revenue generating customers. As AD explains, "Our business model does not generate revenue for JPMC cardholder guests." AD assigns a value of \$6.48 based on the value of its Priority Pass contract rate. But, the appeal hearing and submission raise questions about AD's "earnings" from JPMC cardholder guests. In the proposal, AD says JPMC will provide "operating cost funding" and that JPMC will "fully support" the deficit, if any, of the lounge. If so, there is a question as to whether JPMCs funding and ability to off-set a deficit should be included in the "earnings" calculation for the ACDBE participation calculation. It also raises a question about whether fees paid from JPMC to AD to host JPMC customers - even if these fees are not paid on an individual customer basis - should be added into the revenues subject to the concession fee on a proportional basis per lounge.²

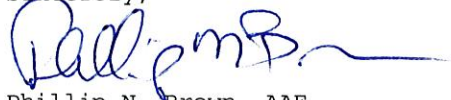
Staff should provide analysis on the ACDBE Participation questions raised by TH and discussed at the hearing and the CPC should evaluate:

² The Aviation Authority does not know the contractual terms, if any, between AD and JPMC. Assume that JPMC pays AD \$1,000 for AD to offer complimentary access to JPMC customers. Assume further that AD has 10 lounges. Even if JPMC does not specifically pay AD for each customer, is \$100 "earned" by each lounge for the ACDBE participation calculation? And is the \$100 subject to the concession percentage fee?

1. As clarified by AD at the hearing, and in light of the language used in the proposal, can the Aviation Authority count the HPH Payroll and Benefits calculation as meeting the ACDBE participation goal?
2. If the Sodexo manager payroll and benefits deduct approximately \$80,000 annually from the total Payroll and Benefits identified on the AD pro forma, what impact does that have on the ACDBE participation after evaluating the definition of "earn"?

I direct the CPC to reconvene and evaluate the reasonableness of all pro forma in light of this opinion and to re-evaluate AD's proposed ACDBE Participation in time to bring this matter to conclusion by the August 2021 Board Meeting. All other appeal issues are denied.

Sincerely,

A handwritten signature in blue ink, appearing to read "Phillip N. Brown", with a long horizontal flourish extending to the right.

Phillip N. Brown, AAE
Chief Executive Officer

There are at least six reasons why Trip Hospitality (“TH”) reasonably projected a rent return in the first year to the Authority of \$2.06 million versus AD’s \$1.2 million, and a projected \$2.45 sales per enplanement versus AD’s \$1.29.

First, TH has over 20% more seating capacity with 235 seats versus AD’s 187 seats. This generates up to \$16,250,144 more revenues over the length of the contract.

Second, TH has been successful in selling exclusive luxury travel items, and TH’s pro forma calculated revenues from *merchandising* over the life of the contract to be a total \$2,783, 232. AD’s pro forma estimated \$0 in this category.

Third, TH estimated revenues from the sale of *alcoholic beverages* of \$1,553,618 in its pro forma. Again, AD’s pro forma estimated \$0 in this category.

Fourth, TH estimated “other” ancillary revenues (e.g., sponsorships, product activations) of \$2,783,232. AD estimated \$0 in this category.

Fifth, TH gets a higher average price per customer of \$33 ticket compared to the \$24 received by AD. While the walk-up rate is \$50 for both, those revenues account for only about 5% of the total revenues. For AD, 70% of their customers pay lower average fees (\$24 or less) which results in an average ticket price of \$24. For example, AD projects 30% of its customers from Chase bank (pays \$0) and 40% from Priority Pass (pays only \$24). AD’s rate of \$24 is not sustainable and accounts for AD’s \$11.8 million projected loss.

In contrast, 70% of TH’s customers pay *higher average fees* which results in an average ticket price of **\$33**. Most of our B2B partners and airlines pay rates of \$28-\$38 (“premium range”). For example, TH has an exclusive global agreement with Capital One that provides TH with high volumes of customers and rates in the premium range. TH has a unique global agreement with Virgin Atlantic (we operate five of their clubhouse lounges in the United States) that pays us \$32 per customer. We have relationships with Emirates and others that pay us \$35-\$38 per ticket.

Sixth, TH projects a capture rate of 8.1% and average volume of 407k customers. AD projects a capture rate of 4.9% and average volume of 246k customers. Why the 161k difference? TH has relationships with major global financial institutions, as well as exclusivity with Capital One and Dragon Pass; *these two sources alone account for 91% of the volume difference.*

Further, even if both TH and AD used AD’s projected capture rate and volume (4.9% and 246k), the \$9 variance in average ticket prices (\$24 to \$33) equates to **\$22,259,287** in greater revenues for TH over the 10-year term. In short, before one even considers whether the differing

projected volumes are rosy or gloomy, the higher average ticket rates, higher seating capacity, and ancillary revenues of over \$7.8 million (all three omitted by AD) account for **\$45.6** million dollars in revenue result or \$11 million in rent for the Authority. The CPC should reaffirm it's #1 ranking of TH.

COMPARISON SHOWING REASONS WHY TRIP HOSPITALITY HAS A GREATER FINANCIAL RETURN TO AUTHORITY THAN A.D.

	CPC RANKING	Rent to Authority (Year 1)	Rent to Authority (Life of Contract)	Seating Capacity	Merch. Revenues	Alcoholic Beverages Revenues	Other Ancillary Revenues	Average Ticket Price	% of High/Low Rate Paying Customers	Net Profits/Loss Before Taxes (Year 1)	Net Profits/Loss Before Taxes (Life of Contract)	Both Bidders Use A.D.'s Capture Rate (4.9%) & Volume (246K/yr)	Both Bidders Use TH's Capture rate (8.1%) & Volume (407K/yr)
TRIP HOSPITALITY (PLAZA PREMIUM)	#1	#1 \$2.06 m	#1 \$34.15 m	#1 235	#1 \$2.78 m	#1 \$1.55 m	#1 \$3.51 m	#1 \$33	#1 70% = high paying	#1 PROFIT \$699k	#1 PROFIT \$15.8 m	#1 \$22 m greater because of \$9 avg. ticket diff.	#1 \$36 m greater because of \$9 avg. ticket diff.
A.D.	#2	#2 \$1.22 m	#2 \$17.56 m	#2 187	#2 \$0	#2 \$0	#2 \$0	#2 \$24	#2 70% = low paying	#2 LOSS (- \$1.3 m)	#2 LOSS (-\$11.8 m)	#2	#2
TRIP DIFFERENCE		\$.86 m	\$16.59 m	48 (25%)	\$2.78 m	\$1.55 m	\$3.51 m	\$9.00	Higher avg. rates	Profit	Profit	\$22 m	\$36 m

Escape Lounge MCO LLC
Additional Financial Information
July 19, 2021

The Escape Lounge MCO LLC, the joint venture team of MAG USA, Gideon Toal Management Services and Superior Hospitality Group, would like to comment on the Financial Return section of the Lounge RFP.

To begin with, the 37.5% percentage rent offered by the Escape Lounge was over 50% greater than Trip's offer of 24%. Our rent is hands down the highest offer from any of the bidders and we respectfully ask the committee to score accordingly.

The capital investment we committed to was penalized by the CPC during their review by scoring us an adequate in this category, while others with higher capex scored Very Good or Outstanding. However, we believe that our investment levels are appropriate for a first-class lounge experience and the 20+ years of experiment building lounges around the world with a deep focus in the US gives us the confidence in that budget. Instead of unnecessarily inflating the design and buildout costs, we chose to provide the excess funds to the airport in the form of significantly higher rent.

Regarding projected overall lounge revenue, during the RFP, little information was shared by MCO regarding forecasted airlines, airline mix, or enplanement growth in the south terminal. As such, the Escape Lounge used conservative estimates to project sales using a 3-4% capture rate (or penetration rate). As shared by others as well during the meetings, across the industry and around the world, capture rates of 3-4% would be considered realistic and 4-5% would be best in class. However, during the July 9 MCO appeal meeting, Trip shared their over 8% assumed capture rate with a \$33 average revenue per passenger. Trip was challenged several times on that number and shared examples of higher rates they receive from airlines such as Singapore Airlines in Asia. Based on the historical flights, it's unlikely Singapore will be flying from the South Terminal Complex at MCO in the near future.

Our average rate per customer is in the \$26-29 range, and the one-hour visit special pricing we offer of \$25 brings that rate down, although allows the lounge experience to reach a broader range of MCO passengers.

The challenge in using forecasted sales as the measure of success in this bid, is that any bidder could project a large number, but without the need to bid a minimum annual guarantee, is able to "game the system" without committing to anything.

In reviewing RFPs, airports strive to push through the subjective material and focus on finding the best lounge for their passengers and environment using as much objective criteria as possible. One way to accomplish that in this case would be to invite all bidders to submit a minimum annual guarantee amount. This would allow the airport to determine the bidder's confidence in their pro forma and assumptions put forth.

The Escape Lounge MCO LLC appreciates the CPC reviewing this and other items in the July 23, 2021 meeting.

July 19, 2021

Phillip N. Brown
Executive Director
Greater Orlando Aviation Authority
1 Jeff Fuqua Blvd., Main Terminal Building
Orlando, FL 32837

RE: AD Partnership supplemental information – proforma STC Passenger Lounge

In recognition of the importance of providing information to support the reasonableness of our financial pro-forma, we originally provided a detailed breakdown of our assumptions on pages 69-71 of our proposal. We request these pages form part of the CPC's review of this category.

In addition, to further help the CPC evaluate the reasonableness of our assumptions the following information will help demonstrate our financial return to GOAA is grounded in data from AD's considerable experience in the US market, and represents both a best in class and an achievable return to the authority.

Firstly, our information chart (see ppt attachment) provides daily visit volumes, capture rates and terminal enplanements for 10 of our existing U.S. locations from 2019. Our 2023 capture rate for the proposed STC lounge is included on the chart and is projected at 4.9%. For points of comparison, our two MCO lounges had enplanement capture rates of 3.5% and 3.3%. Our SJC location had a capture rate of 4.1%. SJC is a good benchmark airport as there are no other lounges to compete with and has a mix of both domestic and international carriers. AD's 4.9% assumption for the proposed STC lounge incorporates estimated growth of Priority Pass (PP) and Chase guests between 2019 and 2023 and factors in no other competing lounges.

Our guaranteed PP access provides us with the **largest U.S. lounge membership audience in the industry**. PP and our parent, Collinson, have partnerships with 600+ financial and banking institutions. Rates for PP guests were assumed at \$24. Important to note that AD's \$24 rate is a premium rate due to our parent company, Collinson, being the owners of Priority Pass.

Our partnership with Chase, the **US's largest financial institution**, will also provide security of our guest volumes throughout the duration of the term.

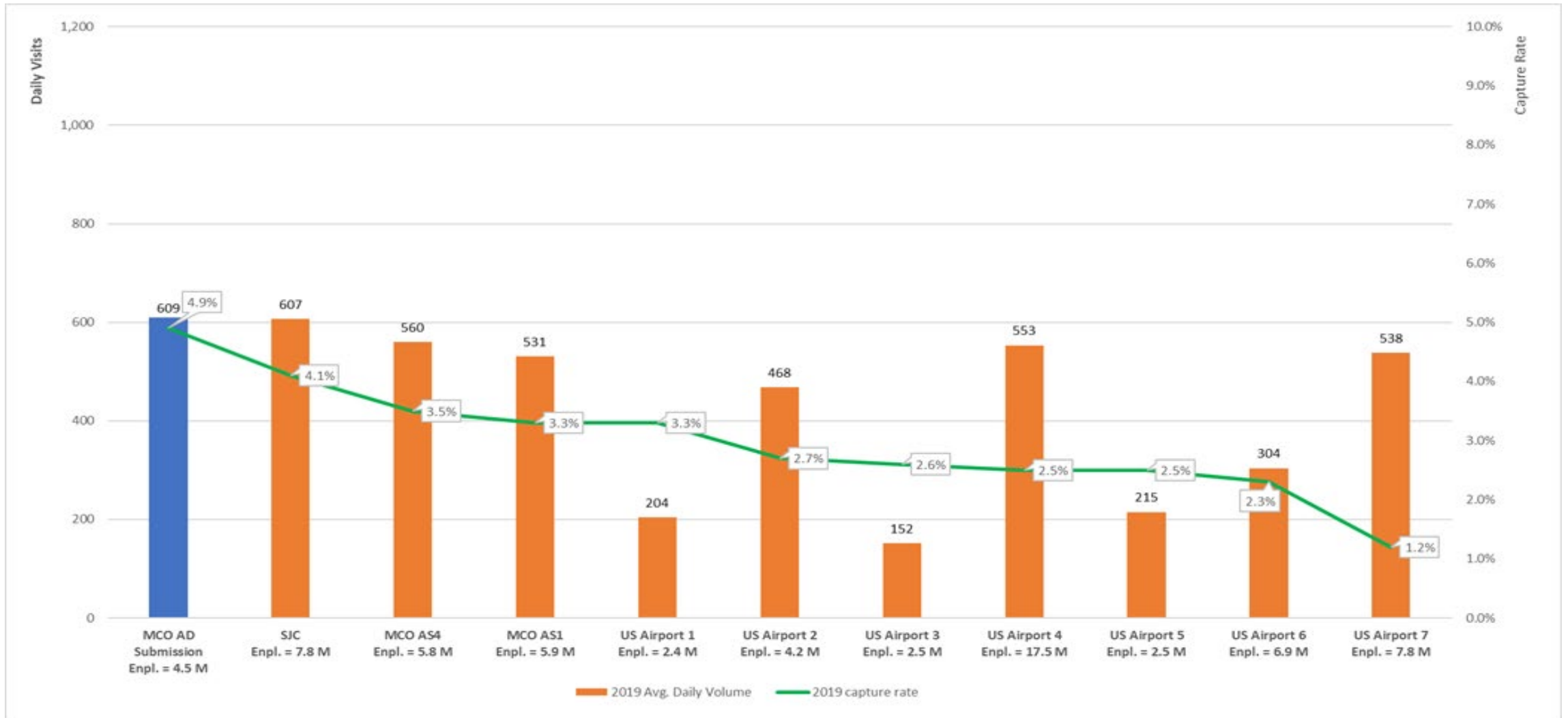
Our mix of guests from airline contracts is estimated at 29%, assuming contracts with Emirates, Avianca, Aer Lingus, British Airways, LATAM & Icelandair. To determine accurate volumes, we reviewed their specific flight schedules and aircraft capacity. For point of comparison, AD's lounge at MCO AS4, the terminal with the highest level of international enplanements, experienced 30% of total guests from airline partners. Rates for airlines were assumed at \$30 based upon our network of existing contracts, including established contracts with MCO international airlines.

As noted in our proposal, our agreement with Chase provides the funding for all capital investment costs to build the lounge and the on-going operating costs. As such the Chase guests will not

generate gross revenues. However, to ensure fair financial return to the authority for these guests, we proposed to remit \$6.48 for every Chase guest. This is the equivalent of 27% of the \$24 Priority Pass Rate.

We hope the above information is helpful for the CPC to further understand AD Partnership's assumptions behind our financial return to the authority and demonstrate the reasonableness of all assumptions based on AD Partnership's market leading position with both US based financial institutions and airlines.

AD information Chart to support Appeal Response Letter



ASPIRE LOUNGE-DFB, LLC

ASPIRE

A I R P O R T L O U N G E S

Aspire Airport Lounges is a registered trademark US. Reg. No. 5469920

FOLLOW UP QUESTIONS
ASPIRE LOUNGE
JULY 19TH 2021





REASONABLENESS OF INFORMATION PRESENTED AND ASSUMPTIONS SUPPORTING THE BUDGET AND PRO FORMA

Passenger Numbers

Our passenger numbers are based on reasonable penetration rate assumptions we see elsewhere in our lounge network. For the purposes of this project, we assumed a penetration rate of **5.5% of volumes**.

We drew similarities to other lounges on our network, for example our YYC lounge which sits in the international terminal of the airport. Here we have a penetration rate of 7.6% of the departing audience with the lounge being of a similar size (7,400 Sq. ft.) and similar mix of predominantly leisure, families & international business travelers. We hope this assures GOAA that our assumptions are achievable, reasonable and in keeping with our other lounges.

Conservative Growth and Passenger Levels

We would also like to share the following metrics which highlights the conservative and reasonable nature of our assumptions, further highlighting that we were cautious on limiting growth to ensure comfort levels are maintained. Metrics such as our **'Room Turnover Rate'** highlights that the MCO lounge has lots of potential for growth and we have not oversold the lounge which is then further reinforced by our **'PAX per sq. ft. / Per Year' metric**.

As can be seen overleaf, the MCO lounge never comes close to the same utilization of other comparison lounges, highlighting that we are not over-stretching the available space, are acting reasonably and that we are maintaining comfort levels.

Yield assumptions

For the purposes of this project, we took the following views when making our yield / earning assumptions. As will be seen overleaf, our **yield projections are completely reasonable** and in keeping with other contractual rates we hold elsewhere.

Our passenger numbers and yield projections are borne from being completely independent, enabling us to work with all lounge access providers including the airlines that will serve the STC as well as cardholder schemes **Priority Pass, AMEX and Dragonpass**. This means that we can appeal to **as many departing guests as possible** (making our penetration rate reasonable), and offering true choice to those traveling from MCO.

Lounge Passengers & comfort levels

Confidential & Proprietary Information

Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
PAX Per Day	634	679	701	723	744	765	787	808	830	857
PAX Per Hour	35	28*	29	30	31	32	33	34	35	36
Number of seats	178	178	178	178	178	178	178	178	178	178
Average Yield Per Guest	\$29.63	\$30.22	\$30.82	\$31.44	\$32.07	\$32.71	\$33.36	\$34.03	\$34.71	\$35.4

Metrics used on MCO

A	Daily room PAX turnover**	3.56	3.82	3.94	4.06	4.18	4.30	4.42	4.54	4.66	4.82
B	Pax Per Sq Ft / Per Year	21	27	28	28	29	30	31	32	33	34

Comparison Location: San Diego (2019)

A	Daily Room PAX Turnover	5.20	5.20	5.20	5.20	5.20	5.20	5.20	5.20	5.20	5.20
B	Pax Per Sq Ft / Per Year	45	45	45	45	45	45	45	45	45	45

Comparison Contract Rates (2019)

Our lounge contracts in the United States and Canada vary depending on location, competition etc, however our assumptions are reasonable considering we have contracts in the range of \$38, \$30.80 & \$29.17 for similar customers we would be looking to work with in MCO

** Room turnover is the number of passengers per day, divided by the number of available seats within the lounge.

* Move to 24 hr operation from 18 hr operation

On **JULY 23, 2021**, the **CONCESSIONS/PROCUREMENT COMMITTEE** of the **GREATER ORLANDO AVIATION AUTHORITY** met in the Carl T. Langford Board Room at Orlando International Airport, One Jeff Fuqua Boulevard, Orlando, Florida, 32827. Chairman Friel called the meeting to order at 2:00 p.m. The meeting was posted in accordance with Florida Statutes and a quorum was present.

Committee members present: Bradley Friel, Chairman
Kathleen Sharman, Vice Chair
Thomas Draper, Chief of Operations
Brian Engle, Director of Customer Experience

Staff/Others present: Yovannie Rodriguez, Chief Administrative Officer
George Morning, Director of Small Business Development
Frank Browne, Assistant Manager, Concessions
Dan Gerber, Interim General Counsel
Gail Musselwhite, Recording Secretary

Chairman Friel announced to all present that if a bidder or proposer is aggrieved by any of the proceedings of today's meeting and wishes to appeal the results of actions made by this Committee, they must file an appeal stating the item they wish to appeal and the basis for which they wish to appeal, and it must be received in writing by the Chief Executive Officer, Mr. Phillip N. Brown, via email pbrown@goaa.org with copy to gail.musselwhite@goaa.org, by Friday, July 30, 2021, by 4:00 p.m. (emails will be accepted during the pandemic COVID-19).

For individuals who conduct lobbying activities with Aviation Authority employees or Board members, registration with the Aviation Authority is required each year prior to conducting any lobbying activities. A statement of expenditures incurred in connection with those lobbying instances should also be filed prior to April 1 of each year for the preceding year. Lobbying any Aviation Authority Staff who are members of any committee responsible for ranking Proposals, Letters of Interest, Statements of Qualifications or Bids and thereafter forwarding those recommendations to the Board and/or Board Members is prohibited from the time that a Request for Proposals, Request for Letters of Interests, Request for Qualifications or Request for Bids is released to the time that the Board makes an award. In the event a lobbyist meets with or otherwise communicates with Staff or a Board member, including the Mayor of the City of Orlando or the Mayor of Orange County, the lobbyist shall file a Notice of Lobbying (Form 4) detailing each instance of lobbying to the Aviation Authority within 7 calendar days of such lobbying. Lobbyists will also provide a notice to the Aviation Authority when meeting with the Mayor of the City or Mayor of Orange County at their offices. The policy, forms, and instructions are available on the web site.

Before proceeding to New Business, Mr. Gerber asked Committee members to report any conflicts of interest or violations of the Aviation Authority's Code of Ethics and Business Conduct; lobbying activities policy; or the Florida Sunshine law with regard to any agenda item. None were expressed by any Committee member.

Chairman Friel explained to the Committee and those present that today's meeting is being held on remand from an appeal to the Chief Executive Officer. The Chief Executive Officer is directing the Committee to do the following: One, evaluate the financial return to the Aviation Authority as defined by the RFP. Two, evaluate whether the Aviation Authority may count the HPH Payroll and Benefits calculation as meeting the ACDBE participation goal on the AD Partnership proposal. Number three, after disclosure that the Sodexo manager payroll and benefits deduct approximately \$80,000 annually from the total payroll and benefits identified on the AD proforma, evaluate the impact that disclosure has on the AD Partnership ACDBE participation after evaluation under definition of earn. The Committee will begin with the previous evaluations in place for all criteria with two exceptions. First, the Committee will evaluate the financial return to the Aviation Authority for all competitors and second, the Committee will evaluate whether the AD Partnership ACDBE participation ranking should be satisfactory or unsatisfactory. After conducting these two evaluations, the Committee will rank the proposers. So the Committee will hear staff presentations and then we'll allow for public comment and then the Committee will deliberate.

Mr. Gerber added that public comment will be limited to two minutes for each speaker. Each proposing entity is allowed only one speaker. Once the Committee begins deliberations, no further public comment is allowed. When you are speaking, please

proceed to the microphone at the podium. You can remove your mask at the microphone. State your name and your affiliation before you speak.

RECOMMENDATION TO REVIEW/RANK PROPOSALS FOR THE SOUTH TERMINAL COMPLEX (STC) PASSENGER LOUNGE CONCESSION PER APPEAL DECISION DATED JULY 14, 2021

Ms. Rodriguez began by describing the documentation provided to Committee members to assist in their comparisons as to financial return to the Aviation Authority. Copies of the proformas from each proposer were provided as well as a combined reference sheet showing all of the proformas. She reminded Committee members that five proposals were received, the term of the concession is ten years and the square footage is 9,300 square feet. She stated that the RFP had three criteria that were rated as satisfactory or unsatisfactory, including the ones being reviewed today. She reminded the Committee of the original overall ranking and that upon direction from Mr. Brown, the Chief Executive Officer, the Committee is to evaluate the financial return to the Aviation Authority as defined by the RFP as the proposed percentage of gross receipts after consideration of the reasonableness of the information presented and assumption supporting the budget and proforma submitted by the proposers and then two, reevaluate AD Partnership's proposed ACDBE participation as clarified by AD Partnership at the hearing.

Mr. Gerber then presented a briefing on AD Partnership's proposal to meet the ACDBE goal. AD Partnership proposed to contract with HPH, a certified ACDBE firm. Mr. Gerber stated that this is a contractual relationship and not a joint venture. The Committee has been directed to further evaluate AD Partnership's proposed ACDBE commitment in two ways. One, as clarified by AD Partnership at the appeal hearing and in light of the language used in the proposal, can the Aviation Authority count the HPH payroll and benefits calculation as meeting the ACDBE goal. Second, if the Sodexo Manager Payroll and Benefits deduct approximately \$80,000 annually from the total payroll and benefits identified on the AD proforma, what impact does that have on the ACDBE participation after evaluating the definition of earned in specific Federal Regulations.

Chairman Friel next opened the meeting for public comments.

First speaker was Mr. Stuart Vella from Plaza Premium Hospitality who thanked the Committee for the opportunity. Next speaker was Mr. Chris Gwilliam from Airport Dimensions who addressed some of the ACDBE comments. Next speaker was Mr. Jeremy Dalkoff from MAG USA, Escape Lounge who addressed the assumptions made regarding the proformas. Mr. Gerber asked if there were any other comments. Being none, the public comment phase was closed.

Chairman Friel indicated to the Committee that deliberations would begin with a review of financial returns to the Aviation Authority followed by a review of AD Partnership's ACDBE participation.

After deliberating the return to the Aviation Authority as defined by the RFP, the Committee consensed there were no changes from the scoring from the June 25, 2021 meeting.

Next, the Committee was directed to evaluate AD Partnership's ACDBE participation and whether it was satisfactory or unsatisfactory based on the supplemental information and the questions provided by the CEO. After deliberating the supplemental information the Committee consensed to making no changes to the ACDBE scoring from the June 25, 2021 meeting with AD Partnership remaining satisfactory.

Upon motion by Mr. Draper, seconded by Mr. Engle, vote carried to approve the rankings remain unchanged for the Request for Proposals for Passenger Lounge Concession as follows:

First:	Trip Hospitality Orlando, LLC
Second:	AD Partnership, LLC dba Airport Dimensions
Third:	Aspire Lounge - DFB, LLC
Fourth:	Escape Lounge MCO, LLC
Fifth:	TAV America Operation Services, Inc.

ADJOURNMENT

Chairman Friel asked if there was further business to discuss before the Committee. Having no further business to discuss, he adjourned the meeting at 3:01 p.m.

Gail Musselwhite
Recording Secretary

Brad Friel
Chairman



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4392

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Phillip N. Brown, Chairman, Capital Management Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Capital Management Committee to Update the Fiscal Year 2021-2027 Capital Improvement Program for Orlando International Airport

BACKGROUND

The Capital Improvement Program (CIP) is a multi-year plan of major capital projects linked to the Aviation Authority's strategic goals that establishes target years for implementation of projects and options for funding. The projects are derived from the Aviation Authority's Master Plan process and are developed to address airport capacity, asset preservation, and safety and security as well as the demand for air service to Central Florida. Each year the Aviation Authority evaluates and updates the CIP to ensure resources are allocated in the most effective, efficient, and appropriate manner to manage the demands of the facilities at the Orlando International Airport. As a working plan, the CIP will need to evolve and change as economic and regulatory conditions change.

In March 2020, immediately following the announcement of the theme park closures due to the COVID pandemic, the Aviation Authority took action to reduce the fiscal year 2020 Operation and Maintenance budget by at least \$18 million and deferred more than \$28 million of capital projects. Subsequently, in September 2020, the Board approved the 2021 operating budget which was \$30 million less than the 2020 budget and approximately \$45 million less than previously projected in the Report of the Airport Consultant prepared in connection with the Aviation Authority's issuance of the 2019 General Airport Revenue Senior Bonds. Because the Aviation Authority is committed to meeting its financial obligations while continuing to operate and maintain MCO, it was necessary to adjust the CIP to construct facilities that more appropriately match passenger demand with financial resources.

On August 19, 2020, the Aviation Authority Board approved a \$360.5 million reduction to the CIP bringing the total to \$3.756 billion from \$4.116 billion. That CIP update, hereinafter referred to as the 2020 CIP, included a \$133.6 million reduction to non-STC projects and a \$226.9 million reduction to the existing South Terminal C programs (STC). The STC programs include the South Terminal Phase 1 (STC-P1) and Phase 1 Expansion (STC-P1X) programs (the Project), and together, these projects were intended to provide a landside and airside terminal facility to support 19 aircraft gates with a capacity of up to 27 Narrow-body aircraft positions. Because the construction of STC-P1 was well underway, the Project Team focused its scope reduction effort on the work associated with STC-P1X. Certain elements of work for STC-P1X had already been constructed or were under construction such as the landside terminal and site work while others had been awarded but not yet started such as the Ground Transportation Facility (GTF) and the Airside Terminal. Given those constraints and taking into account the physical progression of these elements of work and possible stopping points, the Project Team identified several elements of work that could be reasonably stopped while allowing for the construction of fully functional terminal facilities and associated infrastructure supporting the operation of a total of 15 gates and a capability of up to 20 aircraft positions.

While elements of the STC-P1X were deferred with portions of the related Airside Concourse scope removed from the program through GMP credit amendments, the Aviation Authority continued with the original intended Landside Expansion scope. In all cases deferred scope elements were stopped at the point that allows for future project expansion restart that will provide for the least possible disruption on airport operations. Scope reductions associated with the Baggage Handling System (BHS) will provide the Aviation Authority with fully STC-P1 commissioned and functional BHS equipment and infrastructure so that when the Aviation Authority either determines market conditions support a demand driven expansion or the Aviation Authority secures other funds to complete the project, the only tasks required for the STC-P1X BHS will be installation and commissioning of the stored expansion equipment. The PFC 20 application previously approved by the FAA to support this effort remains intact with the understanding that the project is intended to continue through completion with a temporary postponement until funding for the deleted scope can be secured. As such both STC-P1 work included within the FAA approved PFC application 19, Project 19.35 (previously PFC Application 18, Project 18.01) and STC-P1X work included within FAA approved PFC application 20, Project 20.01 will continue to be funded with PFC funding to the extent available eligible. The STC-P1X Landside Terminal Expansion together with STC-P1 is anticipated to be completed under this revised CIP Update by February 2022 while the STC-P1X Airside Terminal will be deferred until a later date. The costs incurred related to the STC-P1X Airside Terminal will remain in Work in Progress until such time the deferred scope of work is completed.

During the COVID-19 pandemic, work on the South Terminal has continued while most other projects, with the exception of critical safety and security and asset preservation projects, were stopped. As of the end of May 2021, the remaining scope of South Terminal was 80% complete with substantial completion of the Project is projected in February 2022.

ISSUES

During the month of April, 2020, following the onset of the COVID pandemic, daily departing passenger traffic declined more than 96% compared to the previous year. Since August 2020 and particularly after the introduction of COVID-19 vaccines, passenger traffic has gradually and consistently recovered and for the month of May 2021, MCO has returned to 85% of the May 2019 pre-COVID level of activity. In May 2020, the Aviation Authority developed a baseline traffic recovery scenario for financial planning based on a weighted average of various passenger recovery projections prepared by independent aviation experts at that time. Based on the May 2020 weighted average scenario, recovery to 2019 enplanement levels for MCO was not projected to occur until 2025 consistent with the views of independent aviation experts.

Since that time, actual MCO monthly enplanements have outpaced the May 2020 projections. In fact, MCO is one of the fastest recovering airports in the U.S. and world for passenger traffic, increasing from the 31st largest airport in the world in 2019 to 27th in 2020 according to ACI. Based on the better than expected recovery in passengers and the improving outlook for aviation and the economy due to the success of the COVID-19 vaccines, the Aviation Authority has revised its passenger projections using on a weighted average of the most recently published traffic recovery scenarios from Fitch Ratings (July 12, 2021) and Airlines for America or A4A, which represents the U.S. airline industry (June 11, 2021). Although optimistic that the passenger enplanements will continue to recover more quickly than expected, recovery to levels projected in the 2019 Report of the Airport Consultant (2019 ROAC) is not expected to occur during this CIP period. This is because the recovery of passenger traffic for MCO and the rest of the nation to date has been primarily limited to domestic leisure passengers. Prior to the pandemic, the fastest growing sectors for passenger traffic at MCO were business and international. Business and international travel have been slowly returning and some experts such as ICAO recently predicted that international travel might not return to 2019 levels until 2027. Current projections anticipate recovery to 2019 enplanement levels to occur in fiscal year 2023, which is approximately 12% less than the passenger forecast in the 2019 ROAC that was prepared prior to the pandemic. The chart attached as Exhibit 3 compares the current projection with pre-COVID-19 and post-COVID-19 projections.

In recognition of the severe implications of the COVID-19 pandemic to the aviation industry, Congress enacted legislation to provide economic relief to both airlines and airports called the Coronavirus Aid, Relief and Economic Security Act (CARES). Under this program, the Aviation Authority was awarded approximately \$170.7 million, which

can be used at either Orlando International Airport (MCO) or Orlando Executive Airport (ORL). Currently, the Aviation Authority intends to allocate \$166.8 million to MCO and the remainder to ORL, which can be used to reimburse operating expenses, debt service, and capital expenditures pursuant to guidance from the Federal Aviation Administration (FAA). Subsequently, the Aviation Authority received an award of approximately \$41.6 million from the second Federal funding relief bill for airports, the Coronavirus Response and Relief Supplemental Appropriation Act, 2021 (CRRSA) which included \$5.3 million funding for concession related relief. Most recently, the Aviation Authority received notification of award of funding of the American Rescue Plan Act of 2021 (ARPA) of approximately \$171.3 million for MCO, which included approximately \$21 million funding for concession related relief. Below is a summary of the allocation of funding for MCO, net of concession related relief and funds allocated to ORL (hereafter referred as Program Funds):

Program	Funds Awarded
CARES	\$166,771,779
CRRSA	36,372,038
ARPA	<u>150,267,392</u>
Total Program Funds	\$353,411,209

The Aviation Authority may utilize these Program Funds at their discretion to reimburse operating expenses, pay debt service, defease outstanding bonds and/or reimburse capital expenditures.

On July 21, 2021, the Aviation Authority Board approved the utilization of a portion of the Program Funds to defease multiple series of outstanding General Airport Revenue Bonds (GARB). The utilization of \$220.8 million of these Program Funds to defease \$224.4 million of outstanding bonds benefits the Aviation Authority, airlines, and airport users by reducing debt service by \$253.5 million and generating substantial debt service savings of approximately \$32.7 million, thereby improving debt service coverage and debt per enplanement metrics, decreasing rates and charges in the near term which creates a favorable competitive position for the airport, and placing the Aviation Authority in a favorable position to access capital markets in the future.

As part of the CIP evaluation process, the Aviation Authority staff has updated its financial model to incorporate the anticipated collection of PFCs and CFCs based on the updated passenger enplanement forecasts, the anticipated operating revenues available to pay debt service, and available CARES, CRRSA, and ARPA funding to determine the most appropriate mix of funding to be included in the plan. Anser Advisory, the Aviation Authority's Financial Consultant, has considered the impact of the pandemic on PFC and CFC collections and resulting fund balance for fiscal year 2020 and 2021 as well as anticipated collections of PFC and CFC revenue along with the eligibility of the scope of work to optimize the funding of the proposed CIP.

The development of the update to the CIP for the years FY 2021-2027 is focused on the completion of South Terminal Phase 1 program, advancement of the most critical asset preservation and safety and security projects to ensure the continued safe and efficient operation of the airport, the implementation of technology projects that facilitate passenger processing and support the optimal use of facilities in accordance with our rates and charges methodology and the removal of completed projects.

Proposed Adjustments to CIP:

The CIP Update process used to generate the information in this memo involved collecting proposed CIP revisions from the project team consisting of the Planning, Engineering, and Construction departments, Owners Authorized Representatives, Financial Consultant, and other various sources, including senior staff meetings, Construction Committee (CCM) and Construction Finance Oversight Committee (CFOC) actions that impact the CIP, the Annual Budget process and ongoing funding changes that occur during the implementation of a program. The effort has also included several meetings with FAA and FDOT officials to seek additional funding and optimize funding opportunities for projects already included or proposed to be added to the CIP. In many cases, the availability of FAA and FDOT funding directly impacts the timing for advancing projects, such as airfield and apron projects which are largely grant funded.

The proposed revisions to the CIP are described in Exhibits 1 and 2. Exhibit 1 summarizes the overall proposed funding plan of the CIP while Exhibit 2 details the

specific funding impacts of the proposed revisions to the 2020 CIP. The recommended changes decrease the 2020 CIP of \$3.756 billion to a proposed CIP amount of \$3.577 billion. These changes are summarized in Table 1 and further explained as follows:

Table 1 - Summary of Revisions to the 2020 CIP
(millions)

Description	2020 CIP	Proposed CIP	Proposed Revisions
Terminal	\$ 699.8	\$ 495.5	\$ (204.3)
Airfield	138.0	138.2	0.2
Ground Transportation	87.8	114.0	26.2
Other	34.2	34.2	-
STC - P1	2,249.2	2,262.8	13.6
STC - P1X	545.9	532.3	(13.6)
STC - P2	1.0	-	(1.0)
Net Revisions to 2020 CIP	\$ 3,755.9	\$ 3,577.0	\$ (178.9)

- **Adjustments to North Terminal CIP Elements - Net decrease of \$204.3 million**

Adjustments to the North Terminal result from a combination of projects added and completed since the last update, budget adjustments, and no cost budget reallocations. These adjustments are summarized in Table 2 below:

Table 2 - Terminal CIP Elements (millions)

2020 CIP - Terminal Projects		\$ 699.8
Proposed Revisions to CIP		
Added Projects	130.0	
Completed Projects	<u>(372.5)</u>	
Total Added/Completed Projects	(242.5)	
Budget Increases	41.1	
Budget Decreases	(2.9)	
No Cost Budget Transfers	<u>-</u>	
Total Budget Adj and Transfers	38.2	
Net Change to Terminal Projects		<u>(204.3)</u>
Proposed 2021 CIP - Terminal Projects		<u>\$ 495.5</u>

Terminal Projects Added/Deleted

Table 3 summarizes the North Terminal projects added or deleted:

Table 3 - Terminal - Added/Deleted Projects and Budget Transfers (millions)

<u>Description</u>	<u>2020</u> <u>CIP</u>	<u>Proposed</u> <u>CIP</u>	<u>Proposed</u> <u>Revisions</u>	<u>Purpose of Revision</u>
<u>Added Projects</u>				
Airside 2 and 4 APM Replacement	-	110.0	110.0	Addition to replace all APM vehicles and the guideway running surface
NT Buildings Roof Replacement	-	20.0	20.0	Addition to address necessary roof improvements for North Terminal landside and airside buildings
Total Added Projects			130.0	
<u>Deleted Projects</u>				
Ticket Lobby	\$ 143.5	\$ -	\$ (143.5)	Project complete
Airside 1 and 3 APM	86.4	-	(86.4)	Project complete
Airside 4	142.6	-	(142.6)	Project Complete
Total Deleted Projects			(372.5)	
Total Deleted/Added Projects			\$ (242.5)	

Terminal project updates in the North Terminal reflect several completed projects including the Ticket Lobby, Airside 1 and 3 APM, and Airside 4 Improvements projects. These projects provide both critical capacity enhancements and renovations to optimize and extend the useful life of the North Terminal.

Even after the opening of the first phase of the South Terminal, most MCO passengers will continue to use the North Terminal for decades into the future. Due to the financial impacts from COVID-19, new capital projects will be limited to allow time for recovery and stabilization of rates and charges and rebuilding of financial reserves.

This update, subject to the availability of grant funding, proposes a \$110 million project be added to the budget to implement a multi-year phased set of projects like the recently completed Airside 1 and 3 projects shown as completed in Table 3 above. The added scope for the proposed replacement project will replace all APM vehicles and the guideway running surfaces attached to the elevated structure connecting the landside and airside buildings. Based on the original landside/airside design concept adopted for the North Terminal in the late 1970's, the APM's are must-ride systems to connect buildings and reduce walking distance in the facility. This update also includes a phased replacement of roofs for the landside building and all four airside buildings that last received significant improvements following Hurricane Charley in 2004.

Terminal Project Budget Adjustments and Reallocations

Net Budget increases and related reallocations to the Terminal projects are summarized in Table 4:

Table 4 - Terminal CIP Elements - Budget Adjustments and Reallocations (millions)

Description	2020 CIP	Proposed CIP	Proposed Revisions	Realloc	Budget Increase	Purpose of Revision
<u>Budget Adjustments and Reallocations</u>						
Baggage Program	\$ 157.2	\$ 152.4	\$ (4.8)	\$ (4.8)	\$ -	Reallocation of current projects to separate line item to allow for closeout of Baggage Program
Baggage Program Enhancements	-	17.6	17.6	5.1	12.5	Reallocation of current projects to separate line item to allow for closeout of 2013 BHS and the addition of a Pod C Recirculation project
Changing Regulatory Requirements	16.0	18.0	2.0	-	2.0	Increase to address evolving governmental regulatory requirements
NT Building Update	2.0	4.0	2.0	-	2.0	Increase to fund future restroom renovations.
NT Security Checkpoints	26.8	27.1	0.3	-	0.3	Increase to complete remaining scope. Program nearing completion.
Passenger Processing Efficiency Systems	4.5	18.8	14.3	2.7	11.6	Incorporate Common Use Passenger Processing Systems scope into Biometric program and fund additional biometric and common use gates.
NT CUSS CUPPS Program	2.7	-	(2.7)	(2.7)	-	Reallocate to combined Biometric/Common Use Program
Airline Terminal Improvement Account	38.0	50.4	12.4	(0.3)	12.7	Increase for additional airline relocation buildout costs and passenger mobility
Health & Safety Renovations - STC Self Service Bag Drop	0.0	5.0	5.0	5.0	-	Reallocate funding from Health & Safety Renovations to specific Self Bag Drop project
Health & Safety Renovations - VRC	0.0	8.0	8.0	8.0	-	Reallocate funding from Health & Safety Renovations to specific VRC project
Health & Safety Renovations	15.0	2.0	(13.0)	(13.0)	-	Reallocate funding for STC Self Service Bag Drop and Virtual Ramp Control (VRC)
Total Budget Adjustments			\$ 41.1	\$ -	\$ 41.1	

The Baggage Program project listed in Table 4 included \$152.4 million of Baggage Optimization projects (2013 BHS) started in 2013 and the currently active \$4.8 million Baggage Program Enhancements project was added in 2019. The Baggage Optimization projects were substantially completed in 2015, however a dispute with a contractor resulted in a delay and impact claims against the Aviation Authority which were settled in April 2021 and final payments made. The Baggage Optimization Projects are in financial closeout and will be removed from the CIP in the next CIP update. The \$4.8 million of Baggage Program Enhancements have been segregated into a separate CIP element and increased by \$12.7 million to add a Pod C Recirculation project with \$0.3 million of the \$12.7 million being reallocated from Airline Terminal Improvement Account.

Net Budget decreases to the Terminal projects are summarized below in Table 5:

Table 5 - Terminal CIP Elements
Budget Decreases (millions)

Description	2020 CIP	Proposed CIP	Budget Increase	Purpose of Revision
<u>Budget Adjustments and Reallocations</u>				
Access Control Security Enhancements	7.5	6.4	(1.1)	Project completed under budget
NT Building System Replacement	15.5	13.7	(1.8)	Net decrease for reduction of HVAC Replacement and Utility Assessments and Improvements offset by increase for NT PA System replacement
Total Budget Adjustments			\$	(2.9)

Health & Safety Renovations reallocations within the Terminal projects are summarized below in Table 6:

Table 6 - Terminal CIP Elements
Health & Safety Reallocations (millions)

Description	2020 CIP	Proposed CIP	Reallocations	Purpose of Revision
<u>Budget Adjustments and Reallocations</u>				
Health & Safety Renovations - STC Self Service Bag Drop	0.0	5.0	5.0	Reallocate funding from Health & Safety Renovations to specific Self Bag Drop project
Health & Safety Renovations - Virtual Ramp Control	0.0	8.0	8.0	Reallocate funding from Health & Safety Renovations to specific VRC project
Health & Safety Renovations	15.0	2.0	(13.0)	Reallocate funding for STC Self Service Bag Drop and Virtual Ramp Control (VRC)
Total Budget Adjustments			\$	-

- Airfield Projects - Net increase of \$0.2 million**

Proposed changes to the Airfield result from a combination of projects added, completed, deleted, and adjusted budgets. These adjustments are summarized in Table 7.

Table 7 - Airfield CIP Elements (millions)

2020 CIP - Airfield Projects		\$	138.0
Proposed Revisions to CIP			
Added Projects	73.6		
Completed/Deleted Projects	(79.2)		
Total Added/Deleted Projects	(5.6)		
Net Budget Adjustments	5.8		
Net Change to Airfield Projects			0.2
Proposed Airfield Projects		\$	138.2

Three airfield projects are complete and proposed to be removed from the CIP for this update. Three new projects are planned for the second half of the CIP planning period and reflect priorities from the Airport Pavement Management System Update Report dated February 2017. Both of the taxiway projects address areas originally constructed as part of Runway 17R-35L opening in 1989.

Table 8 summarizes the Airfield projects completed, added or deleted since the last update:

Table 8 - Airfield CIP Elements - Added/Deleted Projects (millions)

Description	2020 CIP	Proposed CIP	Proposed Revisions	Purpose of Revision
<u>Added Projects</u>				
Taxiways G & H Rehab - Phases 1 & 2	0.0	26.6	26.6	New project prioritized based on pavement assessment results
Taxiways E & F Rehab - Phases 1 & 2	0.0	44.0	44.0	New project prioritized based on pavement assessment results
Airsides 1 & 3 Apron Rehab - Phases 1 & 2 (Design only)	0.0	3.0	3.0	New project prioritized based on pavement assessment results
Total Added Projects			73.6	
<u>Deleted Projects</u>				
Taxiway C Rehab	\$ 6.6	\$ -	\$ (6.6)	Project complete
Taxiway J Rehab	23.4	-	(23.4)	Project complete
Runway 17R-35L Improvements	22.7	-	(22.7)	Project Complete
Airfield Misc Projects	26.5	-	(26.5)	Project deleted and replaced with Taxiways G&H Rehab
Total Deleted Projects			(79.2)	
Total Airfield Added/Deleted Projects			\$ (5.6)	

The budget adjustments proposed for Airfield projects are summarized in Table 9 below. These projects are targeted for the East Airfield which are taxiways east of Runway 17R-35L and provide connections to the airport's easternmost runway, Runway 17L-35R that opened in 2004.

Table 9 - Airfield CIP Elements - Budget Adjustments (millions)

Description	2020 CIP	Proposed CIP	Proposed Revisions	Purpose of Revision
<u>Budget Adjustments</u>				
East Airfield - Taxiway Rehab Phase 1 (E & F)	12.6	9.4	(3.2)	Scope reduced and added to Phase 2
East Airfield - Taxiway Rehab Phase 2 (J,K, L, N, N1- N6)	11.0	20.0	9.0	Scope reallocated from Phase 1 with higher estimated costs and added escalation
Net Change to Airfield			\$ 5.8	

- **Ground Transportation Projects - Net increase of \$26.2 million**

Ground Transportation projects reflect the completion of two projects including the Loop Road Mill and Overlay project and the addition of the Ground Transportation

Facility Pedestrian Bridge (GTF Pedestrian Bridge) to complete the scope deferred in May 2020. Construction of the GTF Pedestrian Bridge was stopped last summer due to a reduction in available funding caused by the decrease in passenger traffic resulting from the COVID-19 pandemic. This project will provide the missing public pedestrian connection between the South Terminal and the existing Intermodal Terminal Facility and South APM Station. Without the completion of the GTF Pedestrian Bridge, customers of both the railroad and the airport will be required to use a circuitous path through the parking garage in lieu of the higher capacity and much more user-friendly GTF Pedestrian Bridge to make the intermodal connection. Additionally, the Roadway Improvement Program which concentrates most of its funding in FY 2025 and 2026 is increased by \$9.5 million to address several public service road projects around the campus including Cargo Road and Heintzleman Boulevard. Three project budgets for rental car improvements, signage and the parking canopy remain unchanged. Proposed revisions to the Ground Transportation projects are summarized in Table 10.

Table 10 - Ground Transportation CIP Elements - Budget Adjustments (millions)

Description	2020 CIP	Proposed CIP	Proposed Revisions	Purpose of Revision
<u>Added/Deleted Projects</u>				
South Airport Cell Lot and Travel Plaza	\$ 3.1	\$ -	\$ (3.1)	Project complete
Loop Road System Mill and Overlay	8.8	-	(8.8)	Project complete
Ground Transportation Facility Pedestrian Bridge	0.0	28.6	28.6	Completion of the deferred scope of the Ground Transportation Facility
Total Added/Deleted Projects			\$ 16.7	
<u>Budget Adjustments</u>				
Roadway Improvement Program	\$ 10.0	\$ 19.5	\$ 9.5	Increase to address several high priority public service road projects based on pavement assessment report
Net Change to Ground Transportation			\$ 26.2	

- **Other Projects - No changes**

There are no changes to the budgets or funding composition of the Other Projects.

- **STC Phase 1 and STC Phase 1 Expansion - No change to overall budget values**

The recommended 2021 CIP maintains the 2020 overall total \$2.795 billion budget with a \$2.263 billion budget for STC-P1 and \$532 million for STC-P1X. However, changes in the composition of the funding have been recommended by Anser Advisory. These adjustments include program and funding adjustments approved by CFOC since the approval of the 2020 CIP.

The proposed STC CIP Update reflects an increase of FDOT funding in the amount of \$13.7 million to reflect additional grant funds available to support fiscal year 2022 costs for both STC-P1 and STC-P1X.

PFC Project 19.35 funding, used for STC-P1, was reduced during the 2020 CIP update to reflect the deferral of some eligible scope elements. Since that time, Anser Advisory has determined that there are sufficient eligible terminal costs remaining to support the consumption of PFC Project 19.35 funding up to the FAA authorized amount. Accordingly, this update recommends increasing STC-P1 PFC Project 19.35 Bonds and Pay Go funding by \$8.8 million bringing the total PFC Project 19.35 funding up to the maximum amount in the PFC application approved by the Federal Aviation Administration (FAA). In addition, the projected increase in passenger traffic based on the revised projections described earlier is anticipated to provide sufficient PFC collections to allow full utilization of the PFC Project 19.35 amounts approved by FAA.

The proposed CIP Update recommends reducing STC-P1X PFC Project 20.01 bond funding by \$6.8 million to the \$150 million of PFC-backed bonds issued in 2019. The PFC Project 20.01 funding in the proposed CIP is anticipated to be used for (1) the Landside Terminal STC-P1X for which construction has moved forward with no scope deferrals due to the Covid reductions implemented in 2020 and (2) the STC-P1X Airside Terminal scope associated with tangible infrastructure scope elements including, but not limited to, underground utilities, concrete and structural steel, and building systems put in place by the project and that will ultimately support both STC-P1 and STC-P1X operations. The STC-P1X Airside Terminal scope approved by the FAA in PFC Project 20.01 but no longer included within the proposed CIP is considered to be a temporary postponement until such time that demand for the deferred scope returns. PFC eligibility percentages for STC-P1X Landside Terminal have been updated to reflect current design and ensure proper alignment of funding to scope.

Overall, the increase in PFC Project 19.35 funding and FDOT funding has resulted in a net decrease to the overall GARB requirements in the amount of \$15.7 million. The proposed CIP Update includes a reduction of \$3.5 million to the costs associated with the fuel system and a corresponding increase to GARB. The debt service cost on the GARBS used to fund the cost of the fuel system shall be recovered from the fuel consortium and recorded as revenue which will be an offset to the airfield requirement in the rates and charges.

Anser Advisory has recommended the following funding source adjustments to the combined STC-P1 and STC-P1X programs presented in Table 11 below. These adjustments include program and funding adjustments approved by CFOC since the approval of the 2020 CIP.

Table 11 - STC Budget and Funding Source Adjustments (millions)

	2020	Proposed	Proposed
STC-P1 Program Funding Sources	CIP	CIP	Revisions
FDOT Grants	\$ 82.3	\$ 92.0	\$ 9.7
Authority Funds	23.7	23.7	-
PFC PayGo	232.4	241.0	8.6
PFC Bonds	768.8	769.0	0.2
General Airport Revenue Bonds	995.6	990.7	(4.9)
Customer Facility Charges	98.0	98.0	-
OUC	48.4	48.4	-
Total STC-P1 Increase	\$ 2,249.2	\$ 2,262.8	\$ 13.6

	2020	Proposed	Proposed
STC-P1X Program Funding Sources	CIP	CIP	Revisions
FDOT Grants	\$ 14.0	\$ 18.0	\$ 4.0
Authority Funds	3.0	3.0	-
PFC PayGo	17.7	17.7	-
PFC Bonds	156.8	150.0	(6.8)
General Airport Revenue Bonds	310.5	299.7	(10.8)
Customer Facility Charges	37.3	37.3	-
OUC	6.6	6.6	-
Total STC-P1X Program Reduction	\$ 545.9	\$ 532.3	\$ (13.6)

	2020	Proposed	Proposed
STC Combined Funding Sources	CIP	CIP	Revisions
FDOT Grants	\$ 96.3	\$ 110.0	\$ 13.7
Authority Funds	26.7	26.7	-
PFC PayGo	250.1	258.7	8.6
PFC Bonds	925.6	919.0	(6.6)
General Airport Revenue Bonds	1,306.1	1,290.4	(15.7)
Customer Facility Charges	135.3	135.3	-
OUC	55.0	55.0	-
Total STC Combined	\$ 2,795.1	\$ 2,795.1	\$ -

Based on discussions with Anser Advisory and the project team, it is anticipated the Aviation Authority will realize additional savings in the existing soft cost budget. Any additional cost savings realized in the soft costs will either be applied to program contingency or reserved for the restart of the deferred STC-P1X scope of work.

STC construction activities are progressing according to schedule with forty-five total GMPs awarded to date. The GMPs are 98% awarded with only the fiscal year 2022 general conditions for both Construction Management firms remaining unawarded. The project team considers the current combined STC budget of \$2.795 billion to be sufficient to complete the Project by February 2022.

Staff has initiated discussions with FDOT to provide funding for the completion of STC-P1X scope that was deferred in May 2020. Three airlines are projecting growth totaling 140 additional operations per day by 2025, an equivalent to 20 gates based on a straight-line calculation of seven turns per gate per day. Based on current operations, it will be difficult to accommodate growth of a high volume airline on a single airside, particularly with the variations MCO experiences in daily and seasonal operations. Completion of the STC-P1X gates will add eight additional Narrow Body Equivalent aircraft positions or four jumbo positions providing space to move smaller operators from congested airside and allowing major carriers to grow in place. In addition, it would add nine Narrow Body Aircraft parking positions which would allow for more efficient use of STC gates as flights with extended ground times could be pushed off the gate during servicing allowing the gate to be used. The additional parking positions would provide the ability for remote "hard stand" operations to react to delays or scheduling conflicts, and would accommodate growth until additional gates could be constructed. Completion of the STC-P1X gates would increase annual passenger capacity by three to four million and would employ over 500 workers. At this time, the completion of STC-P1X has not been added to the CIP pending confirmation of a significant contribution from FDOT or other government sources. The metrics attached in Exhibit 4 do not reflect the completion of STC-P1X or any potential support from FDOT. At such time the Aviation Authority may receive funding sufficient to move forward with the completion of the deferred STC-P1X scope, staff will present an updated CIP and related financial metrics to CMC for approval.

- **STC Phase 2 - Net decrease of \$1.0 million**

On December 12, 2018, the Aviation Authority authorized the expenditure of \$3.5 million of Discretionary Funds to produce a concept design and a cost estimate for STC Phase 2. This amount was reduced to \$1.0 million in 2020 and incorporated into the CIP. Due to the financial constraints resulting from the pandemic, this project is proposed to be deferred until such time advancement of the STC Phase 2 more appropriately aligns with passenger demand.

Tables 12 and 13 below summarize the changes to the overall funding sources for the proposed CIP by area and by type of budget adjustment, respectively

Table 12 - Overall CIP Funding Source Adjustments by Area (millions)

Area	Total	Grants	Authority Funds	PFC Paygo	PFC Bond	GARBS	CFC	OUC	Other
Terminal	\$ (204.3)	\$ 5.0	\$ (24.4)	\$ (21.2)	\$ (153.7)	\$ (10.0)	\$ -	\$ -	\$ -
Airfield	0.2	(0.4)	(7.9)	(1.1)	-	9.6	-	-	-
GT	26.2	17.6	(2.3)	-	-	(0.3)	11.2	-	-
Other	-	-	-	-	-	-	-	-	-
STC-P1	13.6	9.7	-	8.6	0.2	(4.9)	-	-	-
STC-P1X	(13.6)	4.1	-	-	(6.8)	(10.9)	-	-	-
STC-P2	(1.0)	-	(1.0)	-	-	-	-	-	-
	\$ (178.9)	\$ 36.0	\$ (35.6)	\$ (13.7)	\$ (160.3)	\$ (16.5)	\$ 11.2	\$ -	\$ -

Table 13 - Overall CIP Funding Source Adjustments by Type (millions)

Adjustment Type	Total	Authority Grants	Funds	PFC Paygo	PFC Bond	GARBS	CFC	OUC	Other
Added Projects	\$ 232.3	\$ 111.0	\$ -	\$ -	\$ -	\$ 107.0	\$ 14.3	\$ -	\$ -
Completed Projects	(437.1)	(81.6)	(40.5)	(21.2)	(154.0)	(136.6)	(3.2)	-	-
Deleted Projects	(27.5)	(22.7)	(2.0)	-	-	(2.8)	-	-	-
Budget Increases	59.5	15.6	1.4	-	-	42.4	0.1	-	-
Budget Decreases	(6.1)	(1.8)	1.0	-	-	(5.3)	-	-	-
Reallocated Adjusted	-	15.5	4.5	7.5	(6.3)	(21.2)	-	-	-
	\$ (178.9)	\$ 36.0	\$ (35.6)	\$ (13.7)	\$ (160.3)	\$ (16.5)	\$ 11.2	\$ -	\$ -

The Aviation Authority periodically updates project funding needs in the Joint Automated Capital Improvement Program (JACIP), used by the Federal Aviation Administration (FAA) and the Florida Department of Transportation (FDOT) to program airport development grants. FDOT has requested the next JACIP update, based on the most current information provided in the Aviation Authority's CIP, to be completed before the end of July. On May 26, 2021, CMC authorized staff to update JACIP with the funding requests based on a draft CIP and authorized the Chief Executive Officer or the Chief Financial Officer to authorize additional updates to JACIP to advance discussions with FDOT as the CIP is finalized. Staff subsequently entered funding requests into JACIP based on the CIP draft. Staff will adjust the entries in JACIP as required to reflect the final approved CIP.

At its meeting on July 26, 2021, the Capital Management Committee recommended approval of the updated MCO CIP as outlined in the memorandum.

ALTERNATIVES

The Aviation Authority Board could choose to delete/add/change the proposed projects and/or funding sources, however, this option is not recommended.

FISCAL IMPACT

The net decrease to the CIP is \$178.9 million including \$232.3 million of added projects, \$464.6 million of completed/deleted projects, \$59.5 million of project budget increases, and \$6.1 million of project budget decreases if all recommended adjustments are accepted. Key financial metrics associated with this funding plan are provided with this memo as Exhibit 4.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Capital Management Committee to: (1) Update the Fiscal Year 2021-2027 Capital Improvement Program for Orlando International Airport; and (2) authorize staff to update the Joint Automated Capital Improvement Program based on the update to the Fiscal Year 2021-2027 Capital Improvement Program.

Orlando International Airport
Proposed Capital Improvement Program (CIP) 2021-2027

EXHIBIT 1

Description	Aug 2020 CIP Update	Proposed Revisions	Proposed Aug 2021 CIP Update
Terminal			
Ticket Lobby	\$ 143,449,336	\$ (143,449,336)	\$ -
Baggage Programs	157,221,718	(4,844,551)	152,377,167
Baggage Program Enhancements	-	17,640,819	17,640,819
CCTV Projects	15,000,000	-	15,000,000
Access Control Security Enhancements	7,541,500	(1,100,405)	6,441,095
Airside 1 and 3 APM	86,432,437	(86,432,437)	-
North Terminal Building System Replacement	15,500,000	(1,787,764)	13,712,236
Changing Regulatory Requirements	16,000,000	2,000,000	18,000,000
Airside 2 and 4 APM System Updates	12,344,264	-	12,344,264
Airside 2 and 4 APM System Replacement	-	110,000,000	110,000,000
North Terminal Building Update	2,000,000	2,000,000	4,000,000
North Terminal Security Checkpoints	26,781,838	300,000	27,081,838
Passenger Processing Efficiency Systems	4,500,000	14,307,000	18,807,000
North Terminal CUSS CUPPS Program	2,732,000	(2,732,000)	-
Airline Terminal Improvement Account	38,000,000	12,403,731	50,403,731
Security Enhancement Program (incl Access Control)	12,025,000	-	12,025,000
Signage - Terminal	2,725,500	-	2,725,500
Health & Safety Renovations - STC Self Service Bag Drop	-	5,000,000	5,000,000
Health & Safety Renovations - Virtual Ramp Control (VRC)	-	8,000,000	8,000,000
Health & Safety Renovations	15,000,000	(13,000,000)	2,000,000
North Terminal Buildings' Roof Replacement	-	20,000,000	20,000,000
Terminal Total	\$ 557,253,593	\$ (61,694,943)	\$ 495,558,650
Airside 4			
Airside 4 FIS Improvements	\$ 94,422,587	\$ (94,422,587)	\$ -
90s Wing Improvements	23,164,780	(23,164,780)	-
Central Plant Improvements & AHU Replacement	21,444,551	(21,444,551)	-
Restroom Improvements	3,556,212	(3,556,212)	-
Airside 4 Total	\$ 142,588,130	\$ (142,588,130)	\$ -
Airfield			
Taxiway C Rehab (Design and Construction)	\$ 6,624,082	\$ (6,624,082)	\$ -
Taxiway J Rehab (Design and Construction)	23,456,775	(23,456,775)	-
Runway 17R-35L Improvements (Design and Construction)	22,689,635	(22,689,635)	-
Runway 18L-36R Rehabilitation (Design and Construction)	35,159,795	(3,180)	35,156,615
E Airfield Taxiways Rehabilitation - Phase 1 (E&F)(Design and Construction)	12,625,086	(3,191,490)	9,433,596
E Airfield Taxiways Rehabilitation - Phase 2 (J,K,L,N, N1-N6) (Design and Construction)	11,000,000	8,971,214	19,971,214
Airfield Misc Projects - Future	26,500,000	(26,500,000)	-
Taxiways G&H Rehabilitation - Phases 1 & 2 (Design and Construction)	-	26,560,000	26,560,000
Taxiways E&F Rehabilitation - Phases 1 & 2 (Design and Construction)	-	44,060,000	44,060,000
Airsides 1 & 3 Apron Rehabilitation - Phases 1 and 2 (Design)	-	3,030,000	3,030,000
Airfield Total	\$ 138,055,373	\$ 156,052	\$ 138,211,425
Ground Transportation			
South Airport Cell Lot and Travel Plaza	\$ 3,074,171	\$ (3,074,171)	\$ -
CIR00016 - Loop Road System Mill and Overlay	8,798,287	(8,798,287)	-
RAC Related Projects	45,021,745	-	45,021,745
Roadway Improvement Program	10,000,000	9,500,000	19,500,000
Signage - Roadway	12,000,000	-	12,000,000
Parking Garage C Canopy System	8,841,590	-	8,841,590
Ground Transportation Facility Pedestrian Bridge	-	28,600,000	28,600,000
Ground Transportation Total	\$ 87,735,793	\$ 26,227,542	\$ 113,963,335
Other			
Fiber Infrastructure Program	\$ 9,028,000	\$ -	\$ 9,028,000
Wildlife Attractant Removal	3,500,000	-	3,500,000
Other - Misc	5,525,000	-	5,525,000
Office Trailers/Warehouse Renovation	16,155,716	-	16,155,716
Other Total	\$ 34,208,716	\$ -	\$ 34,208,716
South Terminal C- Phase 1			
STC Terminal Building	\$ 1,687,030,465	\$ 36,532,248	\$ 1,723,562,713
STC Parking Facility	131,709,472	(1,554,346)	130,155,126
STC Apron	80,733,470	(332,231)	80,401,239
STC Airfield/Fuel/GSE	95,507,382	(4,159,596)	91,347,786
STC Site Development	254,280,322	(16,929,155)	237,351,167
South Terminal C- Phase 1 Total	\$ 2,249,261,111	\$ 13,556,920	\$ 2,262,818,031
South Terminal C- Phase 1X			
STC Terminal Building	\$ 279,632,712	\$ (6,979,822)	\$ 272,652,890
STC Parking Facility	64,401,740	(3,146,113)	61,255,627
STC Apron	30,168,040	(957,153)	29,210,887
STC Airfield/Fuel/GSE	69,397,146	(10,810,711)	58,586,435
STC Site Development	102,226,340	8,336,879	110,563,219
South Terminal C- Phase 1X Total	\$ 545,825,978	\$ (13,556,920)	\$ 532,269,058
South Terminal C- Phase 2			
Concept Design	\$ 1,000,000	\$ (1,000,000)	\$ -
South Terminal C- Phase 2 Total	\$ 1,000,000	\$ (1,000,000)	\$ -
GRAND TOTAL CIP	\$ 3,755,928,694	\$ (178,899,479)	\$ 3,577,029,215

Proposed Funding Plan						
Grants	Authority Funds	PFC Paygo	PFC Bond	Non-PFC Bonds	Other	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
45,437,779	4,617,420	19,068,009	33,574,222	49,679,737	-	152,377,167
6,000,000	-	-	-	11,640,819	-	17,640,819
5,747,485	3,871,968	880,975	-	4,499,572	-	15,000,000
-	6,441,095	-	-	-	-	6,441,095
-	-	-	-	-	-	-
-	7,034,122	-	-	6,678,114	-	13,712,236
-	6,000,000	-	-	12,000,000	-	18,000,000
-	12,344,264	-	-	-	-	12,344,264
25,529,058	-	-	-	84,470,942	-	110,000,000
-	2,000,000	-	-	2,000,000	-	4,000,000
-	17,332,944	-	-	9,600,000	148,894	27,081,838
-	5,225,000	-	-	13,582,000	-	18,807,000
-	-	-	-	-	-	-
4,050,620	-	-	-	50,403,731	-	50,403,731
-	-	-	-	7,974,380	-	12,025,000
-	-	-	-	2,725,500	-	2,725,500
-	5,000,000	-	-	-	-	5,000,000
-	-	-	-	8,000,000	-	8,000,000
-	-	-	-	2,000,000	-	2,000,000
8,500,000	-	-	-	11,500,000	-	20,000,000
\$ 95,264,942	\$ 69,866,813	\$ 19,948,984	\$ 33,574,222	\$ 276,754,795	\$ 148,894	\$ 495,558,650
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-
26,233,826	1,480,815	-	-	7,441,974	-	35,156,615
8,571,181	154,169	-	-	708,246	-	9,433,596
15,343,125	660,000	-	-	3,968,089	-	19,971,214
-	-	-	-	-	-	-
22,277,500	-	-	-	4,282,500	-	26,560,000
37,677,500	-	-	-	6,382,500	-	44,060,000
2,640,000	-	-	-	390,000	-	3,030,000
\$ 112,743,132	\$ 2,294,984	\$ -	\$ -	\$ 23,173,309	\$ -	\$ 138,211,425
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-
-	-	-	-	-	-	-
8,300,000	19,500,000	-	-	11,200,000	45,021,745	19,500,000
6,000,000	-	-	-	6,000,000	-	12,000,000
-	-	-	-	-	8,841,590	8,841,590
14,300,000	-	-	-	-	14,300,000	28,600,000
\$ 28,600,000	\$ -	\$ -	\$ -	\$ 17,200,000	\$ 68,163,335	\$ 113,963,335
\$ -	\$ 9,028,000	\$ -	\$ -	\$ -	\$ -	\$ 9,028,000
-	500,000	3,000,000	-	-	-	3,500,000
-	5,525,000	-	-	-	-	5,525,000
-	16,155,716	-	-	-	-	16,155,716
\$ -	\$ 31,208,716	\$ 3,000,000	\$ -	\$ -	\$ -	\$ 34,208,716
\$ 85,681,896	\$ 23,045,344	\$ 200,000,000	\$ 769,000,000	\$ 597,375,336	\$ 48,460,137	\$ 1,723,562,713
4,654,416	120,215	-	-	27,331,414	98,049,081	130,155,126
122,534	40,453	41,000,000	-	39,238,252	-	80,401,239
790,258	136,669	-	-	90,420,859	-	91,347,786
717,776	329,902	-	-	236,303,489	-	237,351,167
\$ 91,966,880	\$ 23,672,583	\$ 241,000,000	\$ 769,000,000	\$ 990,669,350	\$ 146,509,218	\$ 2,262,818,031
\$ 9,783,378	\$ 3,026,342	\$ -	\$ 150,000,000	\$ 103,320,116	\$ 6,523,054	\$ 272,652,890
5,886,761	-	-	-	18,052,882	37,315,984	61,255,627
78,249	-	17,680,515	-	11,452,123	-	29,210,887
156,939	-	-	-	58,429,496	-	58,586,435
2,107,305	-	-	-	108,455,914	-	110,563,219
\$ 18,012,632	\$ 3,026,342	\$ 17,680,515	\$ 150,000,000	\$ 299,710,531	\$ 43,839,038	\$ 532,269,058
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 346,587,586	\$ 130,069,438	\$ 281,629,499	\$ 952,574,222	\$ 1,607,507,985	\$ 258,660,485	\$ 3,577,029,215

Orlando International Airport
Proposed Capital Improvement Program (CIP) 2021-2027

EXHIBIT 2

Description	Aug 2020 CIP Update	Proposed Revisions	Proposed Aug 2020 CIP Update	Revisions to 2020 CIP Funding Plan							Total Increase / (Decrease)		
				Grants	Authority Funds	PFC Paygo	PFC Bond	Non-PFC Bonds (ex Fuel)	Fuel Bonds	Non-PFC Bonds		Other	
Terminal													
Ticket Lobby	\$ 143,449,336	\$ (143,449,336)	\$ -	\$ (32,432,983)	(\$16,542,950)	(\$4,179,077)	(\$64,951,691)	(\$25,268,141)		\$ (25,268,141)	\$ (74,494)	(\$143,449,336)	
Baggage Programs	157,221,718	(4,844,551)	152,377,167	-	-	(1,064,163)	305,067	(4,085,455)		(4,085,455)	-	(4,844,551)	
Baggage Program Enhancements	-	17,640,819	17,640,819	6,000,000	-	-	-	11,640,819		11,640,819	-	17,640,819	
CCTV Projects	15,000,000	-	15,000,000	-	(526,387)	-	-	-		-	-	-	
Access Control Security Enhancements	7,541,500	(1,100,405)	6,441,095	-	(1,100,405)	-	-	-		-	-	(1,100,405)	
Airside 1 and 3 APM	86,432,437	(86,432,437)	-	(1,562,828)	-	(768,888)	-	(84,100,721)		(84,100,721)	-	(86,432,437)	
North Terminal Building System Replacement	15,500,000	(1,787,764)	13,712,236	-	2,134,122	-	-	(3,921,886)		(3,921,886)	-	(1,787,764)	
Changing Regulatory Requirements	16,000,000	2,000,000	18,000,000	-	-	-	-	2,000,000		2,000,000	-	2,000,000	
Airside 2 and 4 APM System Updates	12,344,264	-	12,344,264	-	-	-	-	-		-	-	-	
Airside 2 and 4 APM System Replacement	-	110,000,000	110,000,000	25,529,058	-	-	-	84,470,942		84,470,942	-	110,000,000	
North Terminal Building Update	2,000,000	2,000,000	4,000,000	-	-	-	-	2,000,000		2,000,000	-	2,000,000	
North Terminal Security Checkpoints	26,781,838	300,000	27,081,838	-	151,106	-	-	-		-	148,894	300,000	
Passenger Processing Efficiency Systems	4,500,000	14,307,000	18,807,000	-	1,225,000	-	-	13,082,000		13,082,000	-	14,307,000	
North Terminal CUSS CUPPS Program	2,732,000	(2,732,000)	-	-	-	-	-	(2,732,000)		(2,732,000)	-	(2,732,000)	
Airline Terminal Improvement Account	38,000,000	12,403,731	50,403,731	-	-	-	-	12,403,731		12,403,731	-	12,403,731	
Security Enhancement Program (incl Access Control)	12,025,000	-	12,025,000	1,250,620	-	-	-	(1,250,620)		(1,250,620)	-	-	
Signage - Terminal	2,725,500	-	2,725,500	-	-	-	-	-		-	-	-	
Health & Safety Renovations - STC Self Service Bag Drop	-	5,000,000	5,000,000	-	5,000,000	-	-	-		-	-	5,000,000	
Health & Safety Renovations - Virtual Ramp Control (VRC)	-	8,000,000	8,000,000	-	-	-	-	8,000,000		8,000,000	-	8,000,000	
Health & Safety Renovations - General	15,000,000	(13,000,000)	2,000,000	-	-	-	-	(13,000,000)		(13,000,000)	-	(13,000,000)	
North Terminal Buildings' Roof Replacement	-	20,000,000	20,000,000	8,500,000	-	-	-	11,500,000		11,500,000	-	20,000,000	
Terminal Total	\$ 557,253,593	\$ (61,694,943)	\$ 495,558,650	\$ 7,810,254	\$ (10,428,402)	\$ (5,243,240)	\$ (64,646,624)	\$ 10,738,669	\$ -	\$ 10,738,669	\$ 74,400	\$ (61,694,943)	
Airside 4													
Airside 4 FIS Improvements	\$ 94,422,587	\$ (94,422,587)	\$ -	\$ (2,787,130)	\$ (11,617,968)	\$ (15,900,000)	\$ (49,036,082)	\$ (15,081,407)		\$ (15,081,407)	\$ -	\$ (94,422,587)	
90s Wing Improvements	23,164,780	(23,164,780)	-	-	(1,171,176)	-	(21,044,136)	(949,468)		(949,468)	-	(23,164,780)	
Central Plant Improvements & AHU Replacement	21,444,551	(21,444,551)	-	-	(1,252,701)	-	(15,487,608)	(4,660,579)		(4,660,579)	(43,663)	(21,444,551)	
Restroom Improvements	3,556,212	(3,556,212)	-	-	-	-	(3,492,534)	(63,678)		(63,678)	-	(3,556,212)	
Airside 4 Total	\$ 142,588,130	\$ (142,588,130)	\$ -	\$ (2,787,130)	\$ (14,041,845)	\$ (15,900,000)	\$ (89,060,360)	\$ (20,755,132)	\$ -	\$ (20,755,132)	\$ (43,663)	\$ (142,588,130)	
South Airport APM Complex Total	\$ -	\$ -	\$ -	\$ -	\$ 0	\$ 0	\$ 0	\$ 0	\$ -	\$ -	\$ -	\$ -	
Airfield													
Taxiway C Rehab (Design and Construction)	\$ 6,624,082	\$ (6,624,082)	\$ -	\$ (5,702,475)	\$ (48,411)	\$ (873,196)	\$ -	\$ -		\$ -	\$ -	\$ (6,624,082)	
Taxiway J Rehab (Design and Construction)	23,456,775	(23,456,775)	-	(19,511,889)	(3,794,991)	(149,895)	-	-		-	-	(23,456,775)	
Runway 17R-35L Improvements (Design and Construction)	22,689,635	(22,689,635)	-	(19,589,931)	(2,978,132)	(121,572)	-	-		-	-	(22,689,635)	
Runway 18L-36R Rehabilitation (Design and Construction)	35,159,795	(3,180)	35,156,615	7,741	(10,921)	-	-	-		-	-	(3,180)	
E Airfield Taxiways Rehabilitation - Phase 1 (E&F)(Design and Construction)	12,625,086	(3,191,490)	9,433,596	(1,781,261)	(2,498)	-	-	(1,407,731)		(1,407,731)	-	(3,191,490)	
E Airfield Taxiways Rehabilitation - Phase 2 (J,K,L,N, N1-N6) (Design and Construction)	11,000,000	-	11,000,000	6,340,725	-	-	-	2,630,489		2,630,489	-	8,971,214	
Airfield Misc Projects - Future	26,500,000	(26,500,000)	-	(22,750,000)	(1,000,000)	-	-	(2,750,000)		(2,750,000)	-	(26,500,000)	
Taxiways G&H Rehabilitation - Phase 1and Phase 2 (Design and Construction)	-	26,560,000	26,560,000	22,277,500	-	-	-	4,282,500		4,282,500	-	26,560,000	
Taxiways E&F Rehabilitation - Phase 1and Phase 2 (Design and Construction)	-	44,060,000	44,060,000	37,677,500	-	-	-	6,382,500		6,382,500	-	44,060,000	
Airsides 1 & 3 Apron Rehabilitation - Phase 1 and Phase 2 (Design)	-	3,030,000	3,030,000	2,640,000	-	-	-	390,000		390,000	-	3,030,000	
Airfield Total	\$ 138,055,373	\$ 156,052	\$ 138,211,425	\$ (392,090)	\$ (7,834,953)	\$ (1,144,663)	\$ -	\$ 9,527,758	\$ -	\$ 9,527,758	\$ -	\$ 156,052	
Ground Transportation													
South Airport Cell Lot and Travel Plaza	\$ 3,074,171	\$ (3,074,171)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ (3,074,171)	\$ (3,074,171)	
CI/R00016 - Loop Road System Mill and Overlay	8,798,287	(8,798,287)	-	-	(2,291,969)	-	-	(6,506,318)		(6,506,318)	-	(8,798,287)	
Future RAC Related Projects	45,021,745	-	45,021,745	-	-	-	-	-		-	-	-	
Roadway Improvement Program	10,000,000	9,500,000	19,500,000	3,300,000	-	-	-	6,200,000		6,200,000	-	9,500,000	
Signage - Roadway	12,000,000	-	12,000,000	-	-	-	-	-		-	-	-	
Parking Garage C Canopy System	8,841,590	-	8,841,590	-	-	-	-	-		-	-	-	
Ground Transportation Facility Pedestrian Bridge	-	28,600,000	28,600,000	14,300,000	-	-	-	-		-	14,300,000	28,600,000	
Ground Transportation Total	\$ 87,735,793	\$ 26,227,542	\$ 113,963,335	\$ 17,600,000	\$ (2,291,969)	\$ -	\$ -	\$ (306,318)	\$ -	\$ (306,318)	\$ 11,225,829	\$ 26,227,542	
Other Total													
Fiber Infrastructure Program	\$ 9,028,000	\$ -	\$ 9,028,000	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Wildlife Attractant Removal	3,500,000	-	3,500,000	-	-	-	-	-		-	-	-	
Other - Misc	5,525,000	-	5,525,000	-	-	-	-	-		-	-	-	
Office Trailers/Warehouse Renovation	16,155,716	-	16,155,716	-	-	-	-	-		-	-	-	
Other Total	\$ 34,208,716	\$ -	\$ 34,208,716	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
South Terminal C- Phase 1													
STC Terminal Building	\$ 1,687,030,465	\$ 36,532,248	\$ 1,723,562,713	\$ 7,468,186	\$ -	\$ 8,585,274	\$ 166,592	\$ 20,312,196		\$ 20,312,196	\$ -	\$ 36,532,248	
STC Parking Facility	131,709,472	(1,554,346)	130,155,126	586,832	-	-	-	(2,141,178)		(2,141,178)	-	(1,554,346)	
STC Apron	80,733,470	(332,231)	80,401,239	122,534	-	-	-	(454,765)		(454,765)	-	(332,231)	
STC Airfield/Fuel/GSE	95,507,382	(4,159,596)	91,347,786	790,258	-	-	-	(2,406,583)		(2,406,583)	(2,543,271)	(4,159,596)	
STC Site Development	254,280,322	(16,929,155)	237,351,167	717,776	-	-	-	(17,646,931)		(17,646,931)	-	(16,929,155)	
South Terminal C- Phase 1 Total	\$ 2,249,261,111	\$ 13,556,920	\$ 2,262,818,031	\$ 9,685,586	\$ -	\$ 8,585,274	\$ 166,592	\$ (2,337,261)	\$ (2,543,271)	\$ (4,880,532)	\$ -	\$ 13,556,920	
South Terminal C- Phase 1X													
STC Terminal Building	\$ 279,632,712	\$ (6,979,822)	\$ 272,652,890	\$ 899,301	\$ -	\$ -	\$ (6,782,578)	\$ (1,096,545)		\$ (1,096,545)	\$ -	\$ (6,979,822)	
STC Parking Facility	64,401,740	(3,146,113)	61,255,627	813,707	-	-	-	(3,959,820)		(3,959,820)	-	(3,146,113)	
STC Apron	30,168,040	(957,153)	29,210,887	78,249	-	-	-	(1,035,402)		(1,035,402)	-	(957,153)	
STC Airfield/Fuel/GSE	69,397,146	(10,810,711)	58,586,435	156,939	-	-	-	(9,983,344)		(9,983,344)	(984,306)	(10,810,711)	
STC Site Development	102,226,340	8,336,879	110,563,219	2,107,305	-	-	-	6,229,574		6,229,574	-	8,336,879	
South Terminal C- Phase 1X Total	\$ 545,825,978	\$ (13,556,920)	\$ 532,269,058	\$ 4,055,501	\$ -	\$ -	\$ (6,782,578)	\$ (9,845,537)	\$ (984,306)	\$ (10,829,843)	\$ -	\$ (13,556,920)	
South Terminal C- Phase 2													
Concept Design	\$ 1,000,000	\$ (1,000,000)	\$ -	\$ -	\$ (1,000,000)	\$ -	\$ -	\$ -		\$ -	\$ -	\$ (1,000,000)	
South Terminal C- Phase 2 Total	\$ 1,000,000	\$ (1,000,000)	\$ -	\$ -	\$ (1,000,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,000,000)	
GRAND TOTAL CIP	\$ 3,755,928,694	\$ (178,899,479)	\$ 3,577,029,215	\$ 35,972,121	\$ (35,597,169)	\$ (13,702,629)	\$ (160,322,970)	\$ (12,977,821)	\$ (3,527,577)	\$ (16,505,398)	\$ 11,256,566	\$ (178,899,479)	

Exhibit 3: Passenger Projections

Year	2020 Projection Enplaned Passengers (Weighted Average Scenario)	2021 Projection Enplaned Passengers (Weighted Average Scenario)	2020 Projection Percent Change Relative To 2019	2021 Projection Percent Change Relative To 2019
2016*	20,737,056	20,737,056	N/A	N/A
2017*	21,718,551	21,718,551	N/A	N/A
2018*	23,382,273	23,382,273	N/A	N/A
2019*	24,846,842	24,846,842	N/A	N/A
2020**	13,356,479	14,538,126	(46%)	(41%)
2021***	12,654,885	16,289,502	(49%)	(34%)
2022***	18,119,017	22,362,158	(27%)	(10%)
2023***	19,865,497	24,846,842	(20%)	(0%)
2024***	22,439,852	25,343,779	(10%)	2%
2025***	24,682,031	25,850,654	(1%)	4%

*Actual Enplaned passengers

**Enplaned passenger estimate for 2020 Projection and Actual Enplaned passengers for 2021 Projection

***Enplaned passenger estimates

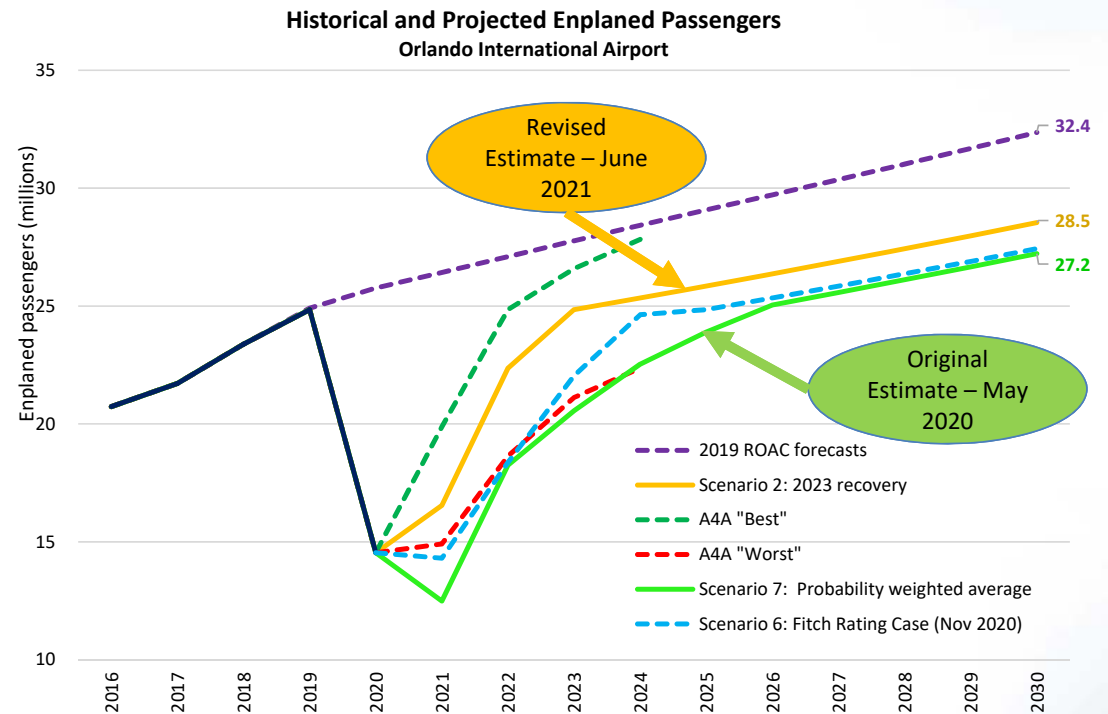


Exhibit 4: Key Financial Metrics

	Actual	Projected	Forecast					
	2020	2021	2022	2023	2024	2025	2026	2027
Cost per Enplaned Passenger - All Airlines (\$)	9.95	9.31	9.54	12.02	11.68	12.18	12.25	12.47
Cost per Enplaned Passenger - Participating Airlines (\$)	9.23	8.92	9.25	11.28	10.77	11.16	11.21	11.41
Landing Fee Rate (\$)	2.57	2.60	1.63	1.82	1.89	1.85	1.89	1.94
Terminal Rate (\$)	120.20	120.01	167.50	199.93	203.82	207.26	213.57	220.72
Senior Lien Coverage (x)	3.73x	3.24x	3.38x	3.10x	3.38x	3.17x	3.23x	3.24x
Subordinate Lien Coverage (x)	15.69x	2.54x	2.78x	2.66x	2.86x	2.65x	2.73x	2.74x



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4392

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Phillip N. Brown, Chairman, Capital Management Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation of the Capital Management Committee to Update the Fiscal Year 2021-2027 Capital Improvement Program for Orlando Executive Airport

BACKGROUND

The CIP is a multi-year plan of major capital projects linked to the Aviation Authority's goals that establishes target years for implementation of projects and options for funding. The projects are derived from several plans produced by and for the Aviation Authority including the Master Plan and Pavement Management Plan and are developed to address airport capacity, asset preservation, safety and security and revenue generation projects. Unlike the Orlando International Airport, most revenue at ORL is generated from aviation and non-aviation ground leases on the airport site.

To obtain Federal Aviation Administration (FAA) or Florida Department of Transportation (FDOT) grants, all Florida airports enter projects into the Florida Department of Transportation's Joint Annual Capital Improvement Program (JACIP). The JACIP is updated based on the Authority's approved CIP. The ORL CIP, last approved by the Aviation Authority Board on December 12, 2018 (2018 CIP), included projects having in a total cost of \$18.7 million for the period FY 2017-2025 as detailed in Exhibit 1.

From that list of 2018 CIP projects, the following projects have been completed:

- Runway Incursion Mitigation
- Airfield pavement marking, lighting and signage projects
- Tree clearing within the airport property boundary
- Redevelopment of Commercial Properties

ISSUES

The proposed projects included in the FY 2021-2027 CIP reflect an austere list primarily concentrated on airfield projects that are candidates for FAA and FDOT funding and provide the backbone of the airport's role as a reliever airport to the Orlando International Airport and to improve the airport's financial self-sufficiency. Projects that are not able to be funded on the timeline outlined on the CIP will be deferred until grant funding is available. Funding for commercial property improvement projects, which must be funded entirely by Aviation Authority funds without the benefit of FAA and FDOT grants, are included in the CIP. These projects are important because 70% of ORL revenues are generated by non-aviation revenues such as the leasing of commercial property.

The proposed recommendations are generally structured based on the following priorities:

1. Maximize funding from FAA and FDOT to fund eligible runway, taxiway and apron rehabilitation projects based on Pavement Condition Index (PCI) assessments

2. Fund highest priority commercial property improvement projects to maximize non-aviation revenue for ORL.
3. Defer airfield projects until matching grant funding is available

Based on these criteria, the ORL CIP has been formulated to address the following projects:

1. Taxiway F, G and K (BP 45) which was awarded at the June 2021 Aviation Authority Board meeting and will begin shortly.
2. Improvements to the Colonial Promenade leasehold in FY 2022 to address deferred maintenance.
3. Rehabilitation of Taxiways A, B & E4 (BP 46) planned in FY 2023-24 are the last of a series of taxiway projects to upgrade the primary taxiway system to good condition
4. Rehabilitation of Runway 7-25, the primary runway at ORL which was last reconstructed in 2002, is planned in FY 2025-26.
5. Three-phased East Ramp Rehabilitation Project, subject to availability of FAA and FDOT funds,

The loss of tenants, mainly due to the economic impact of COVID-19, on the Colonial Promenade property has led to a decline non-aviation revenue at ORL. Prioritizing investment in improvements to this property is critical to attract new tenants and increase leasing revenue. There are currently three active tenants leasing five spaces on the Colonial Promenade property with leases expiring between July 31, 2021 and November 30, 2022. As part of the 2018 CIP, \$2 million was invested in building roof replacement, exterior improvements and interior mitigation. An additional \$2 million is needed for parking lot, HVAC, exterior improvements, and other improvements. The Aviation Authority's lease management consultant, Stiles Property Management projects an approximate 60% increase in the FMV per square foot if these improvements are completed, based on a Fair Market Rental Analysis report and Appraisal prepared by Pinel & Carpenter, Inc. dated July 19, 2021. Therefore, an additional \$2 million investment in commercial property infrastructure is included in this CIP recommendation. On July 26, 2021, the Capital Management Committee recommended approval of the ORL CIP as shown on attachment, Exhibit 1.

ALTERNATIVES

The Aviation Authority Board could choose to delete/add/change the proposed projects and/or funding sources, however, this option is not recommended.

FISCAL IMPACT

The ORL CIP includes projects that result in a total cost of \$33.34 million for the period FY 2021-2027. This includes approximately \$28.53 million of grant revenues, and \$4.81 million of local funds.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Capital Management Committee to: (1) update the Fiscal Year 2021-2027 Capital Improvement Program for Orlando Executive Airport; and (2) authorize staff to update the Joint Annual Capital Improvement Program using the approved list of projects.

**Exhibit 1
 ORL Orlando Executive Airport
 Proposed Capital Improvement Program (CIP) 2021-2027**

Description	Dec 2018 CIP	Proposed Revisions	Proposed Aug 2021 CIP
AIRFIELD			
Runway 7-25 Rehabilitation (Last rehabilitation in 2002)	\$ 811,000	\$ 14,577,500	\$ 15,388,500
BP 43 Runway Incursion Migation	6,126,300	(6,126,300)	-
BP 45 Taxiway F & G Rehabilitation	3,048,342	145,047	3,193,389
BP 46 Taxiway A, B & B4 Rehabilitation	3,720,733	462,767	4,183,500
East Ramp Rehabilitation Phase 1 (Western/CBP Ramp)	-	2,693,000	2,693,000
East Ramp Rehabilitation Phase 2 (Central Section)	-	2,854,580	2,854,580
East Ramp Rehabilitation Phase 3 (Eastern Section)	-	3,025,855	3,025,855
Airfield Pavement Marking, Lighting & Tree Clearing/Trimming	1,350,317	(1,350,317)	-
Security fence upgrades	368,300	(368,300)	-
Taxiway Lighting Circuit T4 & T5	993,000	(993,000)	-
AIRFIELD Total	\$ 16,417,992	\$ 14,920,832	\$ 31,338,824
TERMINAL - No projects			
TERMINAL Total	\$ -	\$ -	\$ -
LAND DEVELOPMENT & OTHER			
Redevelop Commercial Properties (Colonial Promenade)	\$ 2,000,000	\$ (2,000,000)	\$ -
Improvements to Colonial Promenade	-	2,000,000	2,000,000
Siting study for new airfield lighting vault/rotating beacon	20,000	(20,000)	-
Building Demolition	243,706	(243,706)	-
LAND DEVELOPMENT & OTHER Total	\$ 2,263,706	\$ (263,706)	\$ 2,000,000
GRAND TOTAL CIP	\$ 18,681,698	\$ 14,657,126	\$ 33,338,824

Proposed Funding Plan				
AIP Grants	FDOT Grants	Total Grants	Authority Funds	Total
\$ 13,149,000	\$ 1,168,800	\$ 14,317,800	\$ 1,070,700	\$ 15,388,500
2,946,783	-	2,946,783	246,606	3,193,389
3,411,000	303,200	3,714,200	469,300	4,183,500
2,178,000	193,600	2,371,600	321,400	2,693,000
2,308,680	205,216	2,513,896	340,684	2,854,580
2,447,201	217,529	2,664,730	361,125	3,025,855
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
\$ 26,440,664	\$ 2,088,345	\$ 28,529,009	\$ 2,809,815	\$ 31,338,824
\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	-	\$ -	\$ -
-	-	-	2,000,000	2,000,000
-	-	-	-	-
-	-	-	-	-
\$ -	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000
\$ 26,440,664	\$ 2,088,345	\$ 28,529,009	\$ 4,809,815	\$ 33,338,824

Proposed Expenditures Plan							
Prior	2022	2023	2024	2025	2026	2027	TOTAL
\$ -	\$ -	\$ -	\$ -	\$ 1,018,500	\$ 14,370,000	\$ -	\$ 15,388,500
-	-	-	-	-	-	-	-
282,728	2,910,661	-	-	-	-	-	3,193,389
-	-	333,500	3,850,000	-	-	-	4,183,500
-	198,000	2,495,000	-	-	-	-	2,693,000
-	-	-	209,880	2,644,700	-	-	2,854,580
-	-	-	-	-	222,473	2,803,382	3,025,855
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
\$ 282,728	\$ 3,108,661	\$ 2,828,500	\$ 4,059,880	\$ 3,663,200	\$ 14,592,473	\$ 2,803,382	\$ 31,338,824
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	2,000,000	-	-	-	-	-	2,000,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
\$ 282,728	\$ 5,108,661	\$ 2,828,500	\$ 4,059,880	\$ 3,663,200	\$ 14,592,473	\$ 2,803,382	\$ 33,338,824



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4392

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Kathleen M. Sharman, Chief Financial Officer
DATE: August 18, 2021

ITEM DESCRIPTION

Recommendation for Preliminary Approval of Fiscal Year 2022 Aviation Authority Budget

BACKGROUND

The Aviation Authority Staff has prepared a preliminary 2021-2022 Fiscal Year Budget for Orlando International Airport (MCO) and Orlando Executive Airport (ORL).

The preliminary 2021-2022 Fiscal Year Budget for MCO is \$578,380,000 and the preliminary budget for ORL is \$6,637,000.

ISSUES

A resolution authorizing the Aviation Authority's preliminary 2021-2022 Fiscal Year Budget requires approval. The Orlando City Council will conduct a public hearing within ten days of receipt of this preliminary budget.

ALTERNATIVES

The Aviation Authority Board could modify the preliminary budget.

FISCAL IMPACT

The total budget for Fiscal Year 2022 is \$578,380,000 for MCO and \$6,637,000 for ORL.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to (1) adopt the attached resolution approving the preliminary budget; (2) request Orlando City Council to conduct a public hearing on the preliminary budget within ten days of receipt of the budget; and (3) authorize an Aviation Authority Officer to execute any necessary documents.

RESOLUTION BY THE GREATER ORLANDO
AVIATION AUTHORITY CONCERNING THE
AUTHORITY'S 2021-2022 FISCAL YEAR BUDGET

WHEREAS, the City of Orlando, Florida (the "City") a municipal corporation in the County of Orange, State of Florida, owns the Orlando International Airport and Orlando Executive Airport (the "Airports"); and

WHEREAS, the Greater Orlando Aviation Authority (the "Authority"), pursuant to Chapter 57-1658, Special Laws of Florida 1957, as amended, The Greater Orlando Aviation Authority Act as codified and amended (the "Act"), was created and established to exercise those powers granted under the Act; and

WHEREAS, the City, pursuant to the Act and Operation and Use Agreement with the Authority dated September 27, 1976, as amended and restated as of October 1, 2015, transferred custody, control and management of the Airports to the Authority; and

WHEREAS, the Authority, at its meeting of August 18, 2021, considered the matter of its preliminary 2021-2022 Fiscal Year Budget.

NOW, THEREFORE, BE IT RESOLVED BY THE GREATER ORLANDO AVIATION AUTHORITY:

1. That the preliminary annual Budget for the fiscal year beginning October 1, 2021, and ending September 30, 2022, is necessary to provide for anticipated expenditures of the Authority for all of its projects during the ensuing fiscal year, including operating expenses, capital outlays, materials, labor, equipment, supplies, payments of principal and interest on all outstanding revenue bonds and subordinated indebtedness of the Authority, and sinking fund and reserve requirements of such bonds and other subordinated indebtedness; and represents the judgment and intent of the Authority as to the needs of its Departments as to their fiscal requirements for the ensuing fiscal year.

2. That such preliminary Budget provides for expenditures only to the extent of funds legally available to the Authority for the ensuing fiscal year from established sources, based upon past experience and reasonable projections thereof, and from new projects or new sources of income of the Authority.

3. That said preliminary annual Budget, attached hereto and made part hereof, is hereby adopted and submitted to the City Council of the City of Orlando, Florida.

4. That the City Council of the City of Orlando is requested, within ten (10) days of its receipt of such preliminary Budget, to conduct a public hearing with respect thereto.

5. That a copy of the preliminary Budget be filed in the Authority's documentary files.

BE IT FURTHER RESOLVED that funds in the Budget for the fiscal year ended September 30, 2021, which have been encumbered prior to that date as a result of purchase orders issued by the Greater Orlando Aviation Authority are hereby reappropriated as part of the Budget for the fiscal year commencing October 1, 2021.

BE IT FURTHER RESOLVED that this resolution shall be effective immediately upon its adoption.

PASSED AND ADOPTED this 18th day of August 2021.

GREATER ORLANDO AVIATION AUTHORITY

BY _____

ATTEST:

APPROVED AS TO FORM AND LEGALITY:

By: _____



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Davin D. Ruohomaki, Chairman, Professional Services Committee
DATE: August 18, 2021

ITEM DESCRIPTION

Notification of Committee Recommendations to the Chief Executive Officer for Approval for August 18, 2021, Aviation Authority Board Meeting

BACKGROUND

The following list represents contracts recommended by the Professional Services Committee (PSC) to be executed by the Chief Executive Officer requiring notification to the Aviation Authority Board:

- No Cost Amendment No. 1 to Addendum No. 23 to the Land Development and Land Management Consulting Services Agreement with Dykes Everett & Company, LLC for Additional Professional Services for BP-00489, East Airfield Wildlife Attractant Removal and Associated Work, at the Orlando International Airport (MCO). On January 15, 2020, the Aviation Authority Board approved Addendum No. 23 in the total amount of \$269,925 to the above-referenced agreement. Since that time, it has been determined that additional locations at MCO for land management fieldwork is required to maintain the uplands and minimize the encroachment of wildlife attractant habitat into the upland fields. This no cost amendment is required to add additional locations for fieldwork to the scope of services approved in Addendum No. 23. There is no fiscal impact or Small Business impact associated with this amendment. [Reference PSC Meeting held July 20, 2021, Agenda Item No. 2].

Please let me know if you have any questions concerning the above information.

PURCHASING SUBMITTALS FOR BOARD NOTIFICATION -Aug 2021

Action	Competition	Vendor	Committee Approval	Cost	Funding	Description of Goods or Service	Term	Date Signed
Award	Single Source SG-00107	Stryker Sales Corporation	NA	\$ 31,875.00	O & M Funds	Provide a 5-year on site maintenance and inspection services for Five (5) Physio-Control Lifepak 15 Cardiac Monitor/Defibrillators units for ARFF. Physio-Control Stryker is the original manufacture of the Lifepak 15 units.	Contract Term: 7/6/20-7/5/25	6/1/2020
Amendment No.1 Contract Adjustment	GOAA Bid 10-20	Helping Hand Lawn Care LLC	PM Memo 5/26/21	\$ 93,205.00	O & M Funds	Roadway Landscape Maintenance and Irrigation Services- Increase scope of work to provide additional landscape maintenance services to RAC Lot, South access Rd and South Terminal Complex trailers.	Contract Term: 9/1/21-8/31/22	7/19/2021
Amendment No.2 Renewal Option	GOAA Bid 09-17	West Rock CP LLC	PM Memo 4/9/21	\$ 30,000.00	O & M Funds	Recyclable Cardboard Hauling Services 2 Option Renewal	Contract Term: 2/14/21 - 2/13/22	7/30/2020



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4392

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Kathleen Sharman, Chief Financial Officer
DATE: August 18, 2021

ITEM DESCRIPTION

Notification of Release of RFP/RFB/RFQ'S

BACKGROUND

The list below represents the release of documents for different commodities and services at the Aviation Authority under \$500,000.

TYPE OF RELEASE	SERVICE/TYPE	RELEASE DATE	AWARD DATE	SCOPE/SERVICE	VALUE/TERM
RFP	Auctioneering Services - initial term of 36 months with 2 options to renew for 1 year each (Incumbent is George Gideon Auctioneers, Inc.)	August, 2021	December, 2021	The collection, transportation, storage, and auction of the Aviation Authority's surplus property, including, but not limited to: office furniture, office equipment/ machines, supplies, vehicles, heavy equipment, small to medium equipment, miscellaneous items and Lost and Found items.	No Cost Any amounts payable to the Awarded Contractor will be paid from the proceeds of the items sold at each auction.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4392

MEMORANDUM

TO: Members of the Aviation Authority
FROM: Kathleen M. Sharman, Chief Financial Officer
DATE: August 18, 2021

ITEM DESCRIPTION

Update and Additional Information on the Utilization of Federal Funding to Defeas
Multiple Series of Outstanding Bonds

BACKGROUND

At its meeting on July 21, 2021, the Aviation Authority Board resolved to authorize the proposed use of federal funding to defease certain series of bonds as presented at the meeting, subject to receipt of the commitment of Program Funds, adopted an Authorizing Resolution providing for the payment or defeasance of certain series of bonds, authorized amendments to the FY21 Revenue and Debt Service budget, approved the use of Discretionary Funds on an interim basis, and approved the cost related to the execution of the defeasance. At the meeting, the Aviation Authority Board requested that additional information regarding the process and mechanics of the transaction be provided when developed.

ISSUES

After approval by the Aviation Authority Board, the working group (the Aviation Authority's finance department, its counsel, financial advisor, bond counsel, disclosure counsel and trustees), assembled to refine the transaction, adopt a plan to execute the debt reduction plan, and prepare a preliminary calendar (actual timing may vary depending upon the timing of the receipt of the Federal Program Funds) for implementing the plan.

The defeasance will be implemented in three transactions as detailed below.

The first transaction will take place on or about August 24, 2021, and will consist of redeeming \$15,160,000 principal of the Senior Lien Series 2010A bonds (which represents all of the non-PFC principal of these bonds maturing from October 1, 2022, through October 1, 2032). The principal of the redeemed Senior Lien Series 2010A bonds will be redeemed on August 27, 2021, and will include the payment of interest due bondholders (\$300,157) from April 1, 2021, until the redemption date of August 27, 2021. The PFC portion of the 2010A bonds will remain outstanding, and payment of remaining GARB portion maturing October 1, 2021 will occur under normal course of business. The source of funds for this redemption may initially come from the Aviation Authority's line of credit, which shall be repaid from cash funds in the Discretionary Fund (\$15,160,000), as well as FY 2021 budgeted debt service funds (\$300,157) previously transferred to the trustee. Once the escrow is funded and the bonds redeemed, the Aviation Authority will submit documentation pursuant to the applicable Federal Program to reimburse itself for the amounts paid out of the Discretionary Fund.

The second transaction will take place approximately three weeks later for principal amount of \$54,575,000 of Senior Lien Series 2011B, \$13,975,000 of Senior Lien Series 2015A, and \$13,440,000 of Senior Lien Series 2016A bonds. The Aviation Authority will

fund an escrow for each series of bonds with amounts equal to the principal and interest due the bondholders on selected maturities until the call date of each series. The PFC portions of the Series 2011B and Series 2015A debt will remain outstanding. The sources of funds for this defeasance will come from (a) cash funds in the Aviation Authority's Discretionary Fund or from the Aviation Authority's line of credit, which shall be repaid from cash funds in the Discretionary Fund (\$86.38 million), (b) budgeted FY 2021 debt service funds (\$1.90 million), and (c) interest earned on the escrow deposits (\$0.66 million). Once the escrows are funded, the specific maturities of GARB bonds will be considered defeased and the Aviation Authority will then submit documentation pursuant to the applicable Federal Program to reimburse itself from amounts paid out of the Discretionary Fund.

The third transaction is expected to be completed approximately four weeks after the second transaction and will defease \$26,265,000 of Senior Lien Series 2013A Bonds and \$79,255,000 of Priority Subordinated Series 2017A Bonds. The Aviation Authority will fund an escrow for each series of bonds with amounts equal to the principal and interest of the selected maturities due the bondholders until each series respective call date. The source of funds for this defeasance will come from (a) cash funds in the Aviation Authority's Discretionary Fund or from the Aviation Authority's line of credit, which shall be repaid from cash funds in the Discretionary Fund (\$123.51 million), (b) budgeted FY 2022 debt service funds (\$0.79 million), and (c) interest earned on the escrow deposits (\$3.60 million). In addition, the Aviation Authority had previously included in the FY 2022 budget \$3.96 million of funds to pay interest Series 2017A Bonds which were budgeted to be reimbursed with Program Funds in the FY22 budget. Once the escrows are funded, the specific maturities of GARB bonds will be considered defeased and the Aviation Authority will submit documentation pursuant to the applicable Federal Program to reimburse itself from amounts paid out of the Discretionary Fund.

The receipt of Program Funds as a reimbursement of defeasance payments made with Aviation Authority funds will eliminate approximately \$256.7 in future debt service payments for these bonds, without reducing Aviation Authority cash balances.

Attached is a presentation that further clarifies the dynamics of the redemption and defeasances.

ALTERNATIVES

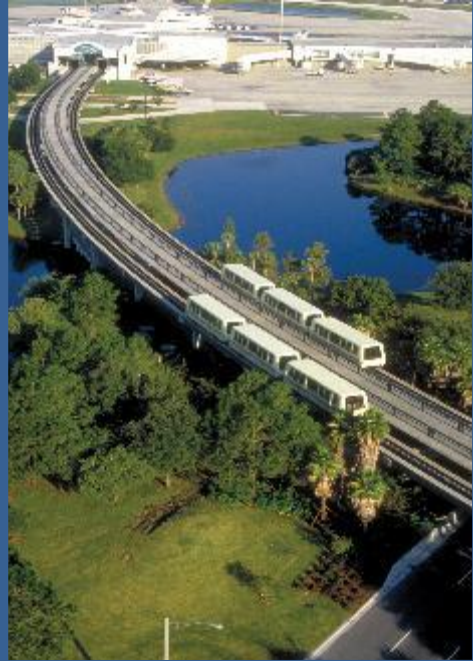
No alternatives to be considered.

FISCAL IMPACT

None.

RECOMMENDED ACTION

No action required. This is for information purposes only.



GREATER ORLANDO AVIATION AUTHORITY

2021 DEFEASANCE PLAN

JULY 30, 2021



FRASCA & ASSOCIATES, LLC

2021 Defeasance Plan Overview

Overview

- ➔ First Delivery Date: 08/27/2021
- ➔ Second Delivery Date: 09/15/2021
- ➔ Third Delivery Date: 10/13/2021
- ➔ Additional Authority Funds, which are included in the FY22 Budget, of \$3.96mm will be used to not exceed the \$223mm cap

Savings

Date	Prior Debt Service	Authority Funds	Savings
10/1/2021	\$2,272,431	-\$2,202,532	\$69,900
10/1/2022	20,596,888	-789,867	19,807,021
10/1/2023	25,840,363	-	25,840,363
10/1/2024	26,460,525	-	26,460,525
10/1/2025	27,079,650	-	27,079,650
10/1/2026	28,224,575	-	28,224,575
10/1/2027	29,171,450	-	29,171,450
10/1/2028	39,689,050	-	39,689,050
10/1/2029	28,377,000	-	28,377,000
10/1/2030	28,377,750	-	28,377,750
10/1/2031	1,824,500	-	1,824,500
10/1/2032	1,821,750	-	1,821,750
Total			\$256,743,533

Sources and Uses

Sources

	Senior	Subordinate	Total
Authority Funds - Reimbursable	\$128,975,649	\$96,072,376	\$225,048,026
Authority Funds on Hand - Non-Reimbursable	2,662,169	330,229	2,992,398
Total Sources	\$131,637,819	\$96,402,606	\$228,040,424

Uses

Escrow Requirement	\$131,637,819	\$96,402,606	\$228,040,424
Total Uses	\$131,637,819	\$96,402,606	\$228,040,424

Preliminary and subject to change.
SLGS as of July 28, 2021

First Defeasance – Series 2010A Senior Bonds (GARBs Only)

Overview

- Delivery Date: 08/27/2021
- Bonds are currently callable
- Principal Defeased: \$15.16mm
- Escrow Account without Earnings

Sources and Uses

Sources

Authority Funds - Reimbursable	\$15,160,000
Authority Funds on Hand - Non-Reimbursable	300,157
Total Sources	\$15,460,157

Uses

Escrow Requirement	\$15,460,157
Total Uses	\$15,460,157

Preliminary and subject to change.

Savings

Date	Prior Debt Service	Authority Funds	Savings
10/1/2021	\$370,056	-\$300,157	\$69,900
10/1/2022	1,820,113	-	1,820,113
10/1/2023	1,820,563	-	1,820,563
10/1/2024	1,822,750	-	1,822,750
10/1/2025	1,824,000	-	1,824,000
10/1/2026	1,822,250	-	1,822,250
10/1/2027	1,822,500	-	1,822,500
10/1/2028	1,819,500	-	1,819,500
10/1/2029	1,823,250	-	1,823,250
10/1/2030	1,823,250	-	1,823,250
10/1/2031	1,824,500	-	1,824,500
10/1/2032	1,821,750	-	1,821,750
Total			\$20,114,325

Principal Defeased

Maturity Date	Principal	Coupon	Call Date
10/1/2022	\$1,080,000	4.125%	Current
10/1/2023	1,125,000	4.25%	Current
10/1/2024	1,175,000	5.00%	Current
10/1/2025	1,235,000	5.00%	Current
10/1/2026	1,295,000	5.00%	Current
10/1/2027	1,360,000	5.00%	Current
10/1/2028	1,425,000	5.00%	Current
10/1/2029	1,500,000	5.00%	Current
10/1/2030	1,575,000	5.00%	Current
10/1/2031	1,655,000	5.00%	Current
10/1/2032	1,735,000	5.00%	Current
Total	\$15,160,000		

First Defeasance – Series 2010A Senior Bonds (GARBs Only)

Remaining Bonds Outstanding

GARBs				
Date	Principal	Coupon	Interest	Debt Service
10/1/2021	\$1,030,000	5.00%	\$51,500	\$1,081,500
10/1/2022				
10/1/2023				
10/1/2024				
10/1/2025				
10/1/2026				
10/1/2027				
10/1/2028				
10/1/2029				
10/1/2030				
10/1/2031				
10/1/2032				
10/1/2033				
10/1/2034				
10/1/2035				
10/1/2036				
10/1/2037				
10/1/2038				
10/1/2039				

PFC				
Date	Principal	Coupon	Interest	Debt Service
10/1/2021	\$1,465,000	5.00%	\$2,489,319	\$3,954,319
10/1/2022	1,535,000	4.125%	2,416,069	3,951,069
10/1/2023	1,600,000	4.25%	2,352,750	3,952,750
10/1/2024	1,670,000	5.00%	2,284,750	3,954,750
10/1/2025	1,750,000	5.00%	2,201,250	3,951,250
10/1/2026	1,840,000	5.00%	2,113,750	3,953,750
10/1/2027	1,930,000	5.00%	2,021,750	3,951,750
10/1/2028	2,025,000	5.00%	1,925,250	3,950,250
10/1/2029	2,130,000	5.00%	1,824,000	3,954,000
10/1/2030	2,235,000	5.00%	1,717,500	3,952,500
10/1/2031	2,345,000	5.00%	1,605,750	3,950,750
10/1/2032	2,465,000	5.00%	1,488,500	3,953,500
10/1/2033	3,355,000	5.00%	1,365,250	4,720,250
10/1/2034	3,520,000	5.00%	1,197,500	4,717,500
10/1/2035	3,700,000	5.00%	1,021,500	4,721,500
10/1/2036	3,880,000	5.00%	836,500	4,716,500
10/1/2037	4,075,000	5.00%	642,500	4,717,500
10/1/2038	4,280,000	5.00%	438,750	4,718,750
10/1/2039	4,495,000	5.00%	224,750	4,719,750

Preliminary and subject to change.

Second Defeasance – Series 2011B, 2015A, 2016A Senior Bonds (GARBs Only)

Overview

- Delivery Date: 09/15/2021
- 2011B Principal Defeased: \$54.575mm
- 2015A Principal Defeased: \$13.795mm
- 2016A Principal Defeased: \$13.440mm
- Escrow Account with Earnings

Sources and Uses

Sources

Authority Funds - Reimbursable	\$86,375,157
Authority Funds on Hand - Non-Reimbursable	1,902,375
Total Sources	\$88,277,532

Uses

Escrow Requirement	\$88,277,532
Total Uses	\$88,277,532

Savings

Date	Prior Debt Service	Authority Funds	Savings
10/1/2021	\$1,902,375	-\$1,902,375	\$0
10/1/2022	10,519,750	-	10,519,750
10/1/2023	10,310,900	-	10,310,900
10/1/2024	10,458,700	-	10,458,700
10/1/2025	10,582,850	-	10,582,850
10/1/2026	11,210,350	-	11,210,350
10/1/2027	11,615,850	-	11,615,850
10/1/2028	27,896,800	-	27,896,800
10/1/2029	4,790,250	-	4,790,250
10/1/2030	4,788,000	-	4,788,000
Total			\$102,173,450

Preliminary and subject to change.
SLGS as of July 28, 2021

Second Defeasance – Series 2011B, 2015A, 2016A Senior Bonds (GARBs Only)

Overview

- ➔ All interest to the call date will be also
be defeased

Interest Defeased

Series	Payment Date	Interest
2011B	10/1/2021	\$1,230,825
2011B Total		\$1,230,825
2015A	10/1/2021	335,550
2015A	4/1/2022	335,550
2015A	10/1/2022	335,550
2015A	4/1/2023	319,050
2015A	10/1/2023	319,050
2015A	4/1/2024	296,175
2015A	10/1/2024	296,175
2015A	4/1/2025	275,375
2015A	10/1/2025	275,375
2015A Total		\$2,787,850
2016A	10/1/2021	336,000
2016A	4/1/2022	336,000
2016A	10/1/2022	336,000
2016A	4/1/2023	310,375
2016A	10/1/2023	310,375
2016A	4/1/2024	281,250
2016A	10/1/2024	281,250
2016A	4/1/2025	248,625
2016A	10/1/2025	248,625
2016A	4/1/2026	211,875
2016A	10/1/2026	211,875
2016A Total		\$3,112,250
Grand Total		\$7,130,925

Principal Defeased

Series	Maturity Date	Principal	Coupon	Call Date
2011B	10/1/2022	\$4,865,000	4.00%	10/1/2021
2011B	10/1/2023	4,705,000	4.00%	10/1/2021
2011B	10/1/2024	4,880,000	5.00%	10/1/2021
2011B	10/1/2025	2,080,000	5.00%	10/1/2021
2011B	10/1/2025	3,000,000	4.25%	10/1/2021
2011B	10/1/2026	5,265,000	5.00%	10/1/2021
2011B	10/1/2027	5,490,000	4.50%	10/1/2021
2011B	10/1/2028	24,290,000	4.50%	10/1/2021
2011B Total		\$54,575,000		
2015A	10/1/2022	825,000	4.00%	
2015A	10/1/2023	915,000	5.00%	
2015A	10/1/2024	1,040,000	4.00%	
2015A	10/1/2025	1,150,000	5.00%	
2015A	10/1/2026	1,785,000	5.00%	10/1/2025
2015A	10/1/2027	1,875,000	5.00%	10/1/2025
2015A	10/1/2028	1,970,000	5.00%	10/1/2025
2015A	10/1/2029	2,065,000	5.00%	10/1/2025
2015A	10/1/2030	2,170,000	5.00%	10/1/2025
2015B Total		\$13,795,000		
2016A	10/1/2022	1,025,000	5.00%	
2016A	10/1/2023	1,165,000	5.00%	
2016A	10/1/2024	1,305,000	5.00%	
2016A	10/1/2025	1,470,000	5.00%	
2016A	10/1/2026	1,640,000	5.00%	
2016A	10/1/2027	2,165,000	5.00%	10/1/2026
2016A	10/1/2029	2,280,000	5.00%	10/1/2026
2016A	10/1/2030	2,390,000	5.00%	10/1/2026
2016A Total		\$13,440,000		
Grand Total		\$81,810,000		

Preliminary and subject to change.

Second Defeasance – Series 2011B Senior Bonds (GARBs Only)

Remaining Bonds Outstanding

GARBs				
Date	Principal	Coupon	Interest	Debt Service
10/1/2021	\$140,000	5.00%	\$7,000	\$147,000
10/1/2022				
10/1/2023				
10/1/2024				
10/1/2025				
10/1/2026				
10/1/2027				
10/1/2028				

PFC				
Date	Principal	Coupon	Interest	Debt Service
10/1/2021	\$1,330,000	5.00%	\$580,275	\$1,910,275
10/1/2022	1,400,000	4.00%	513,775	1,913,775
10/1/2023	1,455,000	4.00%	457,775	1,912,775
10/1/2024	1,510,000	5.00%	399,575	1,909,575
10/1/2025	1,585,000	5.00%	324,075	1,909,075
10/1/2026	1,670,000	5.00%	244,825	1,914,825
10/1/2027	1,755,000	4.50%	161,325	1,916,325
10/1/2028	1,830,000	4.50%	82,350	1,912,350

Preliminary and subject to change.

Second Defeasance – Series 2015A Senior Bonds (GARBs Only)

Remaining Bonds Outstanding

GARBs				
Date	Principal	Coupon	Interest	Debt Service
10/1/2021	\$1,425,000	5.00%	\$3,217,350	\$4,642,350
10/1/2022	670,000	4.00%	2,475,000	3,145,000
10/1/2023	640,000	5.00%	2,448,200	3,088,200
10/1/2024	595,000	4.00%	2,416,200	3,011,200
10/1/2025	550,000	5.00%	2,392,400	2,942,400
10/1/2026	-	5.00%	2,364,900	2,364,900
10/1/2027	-	5.00%	2,364,900	2,364,900
10/1/2028	-	5.00%	2,364,900	2,364,900
10/1/2029	-	5.00%	2,364,900	2,364,900
10/1/2030	-	5.00%	2,364,900	2,364,900
10/1/2031	2,280,000	5.00%	2,364,900	4,644,900
10/1/2032	2,395,000	5.00%	2,250,900	4,645,900
10/1/2033	2,510,000	5.00%	2,131,150	4,641,150
10/1/2034	2,640,000	5.00%	2,005,650	4,645,650
10/1/2035	2,770,000	5.00%	1,873,650	4,643,650
10/1/2036	2,910,000	4.00/5.00%	1,735,150	4,645,150
10/1/2037	3,040,000	4.00/5.00%	1,601,800	4,641,800
10/1/2038	3,180,000	4.00/5.00%	1,462,500	4,642,500
10/1/2039	3,325,000	4.00/5.00%	1,316,800	4,641,800
10/1/2040	3,480,000	4.00/5.00%	1,164,450	4,644,450
10/1/2041	3,640,000	5.00%	1,005,000	4,645,000
10/1/2042	3,820,000	5.00%	823,000	4,643,000
10/1/2043	4,010,000	5.00%	632,000	4,642,000
10/1/2044	4,210,000	5.00%	431,500	4,641,500
10/1/2045	4,420,000	5.00%	221,000	4,641,000

PFC				
Date	Principal	Coupon	Interest	Debt Service
10/1/2021	\$2,860,000	5.00%	\$6,449,850	\$9,309,850
10/1/2022	3,000,000	4.00%	6,306,850	9,306,850
10/1/2023	3,120,000	5.00%	6,186,850	9,306,850
10/1/2024	3,275,000	4.00%	6,030,850	9,305,850
10/1/2025	3,410,000	5.00%	5,899,850	9,309,850
10/1/2026	3,580,000	5.00%	5,729,350	9,309,350
10/1/2027	3,760,000	5.00%	5,550,350	9,310,350
10/1/2028	3,945,000	5.00%	5,362,350	9,307,350
10/1/2029	4,145,000	5.00%	5,165,100	9,310,100
10/1/2030	4,350,000	5.00%	4,957,850	9,307,850
10/1/2031	4,565,000	5.00%	4,740,350	9,305,350
10/1/2032	4,795,000	5.00%	4,512,100	9,307,100
10/1/2033	5,035,000	5.00%	4,272,350	9,307,350
10/1/2034	5,285,000	5.00%	4,020,600	9,305,600
10/1/2035	5,550,000	5.00%	3,756,350	9,306,350
10/1/2036	5,830,000	4.00/5.00%	3,478,850	9,308,850
10/1/2037	6,095,000	4.00/5.00%	3,211,700	9,306,700
10/1/2038	6,375,000	4.00/5.00%	2,932,400	9,307,400
10/1/2039	6,670,000	4.00/5.00%	2,640,250	9,310,250
10/1/2040	6,975,000	4.00/5.00%	2,334,600	9,309,600
10/1/2041	7,295,000	5.00%	2,015,000	9,310,000
10/1/2042	7,660,000	5.00%	1,650,250	9,310,250
10/1/2043	8,040,000	5.00%	1,267,250	9,307,250
10/1/2044	8,440,000	5.00%	865,250	9,305,250
10/1/2045	8,865,000	5.00%	443,250	9,308,250

Preliminary and subject to change.

Second Defeasance – Series 2016A Senior Bonds (GARBs Only)

Remaining Bonds Outstanding

GARBs				
Date	Principal	Coupon	Interest	Debt Service
10/1/2021	\$1,620,000	5.00%	\$3,859,500	\$5,479,500
10/1/2022	670,000	5.00%	3,106,500	3,776,500
10/1/2023	620,000	5.00%	3,073,000	3,693,000
10/1/2024	565,000	5.00%	3,042,000	3,607,000
10/1/2025	495,000	5.00%	3,013,750	3,508,750
10/1/2026	425,000	5.00%	2,989,000	3,414,000
10/1/2027	-		2,967,750	2,967,750
10/1/2028	-		2,967,750	2,967,750
10/1/2029	-		2,967,750	2,967,750
10/1/2030	-		2,967,750	2,967,750
10/1/2031	2,510,000	5.00%	2,967,750	5,477,750
10/1/2032	2,635,000	5.00%	2,842,250	5,477,250
10/1/2033	2,765,000	5.00%	2,710,500	5,475,500
10/1/2034	2,905,000	5.00%	2,572,250	5,477,250
10/1/2035	3,050,000	5.00%	2,427,000	5,477,000
10/1/2036	3,205,000	5.00%	2,274,500	5,479,500
10/1/2037	3,365,000	5.00%	2,114,250	5,479,250
10/1/2038	3,530,000	5.00%	1,946,000	5,476,000
10/1/2039	3,710,000	5.00%	1,769,500	5,479,500
10/1/2040	3,890,000	5.00%	1,584,000	5,474,000
10/1/2041	4,085,000	5.00%	1,389,500	5,474,500
10/1/2042	4,290,000	5.00%	1,185,250	5,475,250
10/1/2043	4,500,000	5.00%	970,750	5,470,750
10/1/2044	4,725,000	5.00%	745,750	5,470,750
10/1/2045	4,970,000	5.00%	509,500	5,479,500
10/1/2046	5,220,000	5.00%	261,000	5,481,000

Preliminary and subject to change.

Third Defeasance – Series 2013A Senior Bonds & Series 2017A Subordinate Bonds (GARBs Only)

Overview

- ➔ Delivery Date: 10/13/2021
- ➔ 2013A Principal Defeased: \$26.265mm
- ➔ 2017A Principal Defeased: \$79.255mm
- ➔ Escrow Account with Earnings

Savings

Date	Prior Debt Service	Authority Funds	Savings
10/1/2022	\$8,257,025	-\$789,867	\$7,467,158
10/1/2023	13,708,900	-	13,708,900
10/1/2024	14,179,075	-	14,179,075
10/1/2025	14,672,800	-	14,672,800
10/1/2026	15,191,975	-	15,191,975
10/1/2027	15,733,100	-	15,733,100
10/1/2028	9,972,750	-	9,972,750
10/1/2029	21,763,500	-	21,763,500
10/1/2030	21,766,500	-	21,766,500
Total			\$134,455,758

Sources and Uses

Sources

	Senior	Subordinate	Total
Authority Funds - Reimbursable	\$27,440,492	\$96,072,376	\$123,512,868
Authority Funds on Hand - Non-Reimbursable	459,638	330,229	789,867
Total Sources	\$27,900,129	\$96,402,606	\$124,302,735

Uses

Escrow Requirement	\$27,900,129	\$96,402,606	\$124,302,735
Total Uses	\$27,900,129	\$96,402,606	\$124,302,735

Preliminary and subject to change.
SLGS as of July 28, 2021

Third Defeasance – Series 2013A Senior Bonds & Series 2017A Subordinate Bonds (GARBs Only)

Overview

- ➔ All interest to the call date will be also
be defeased

Interest Defeased

Series	Payment Date	Interest
2013A	4/1/2022	459,638
2013A	10/1/2022	459,638
2013A	4/1/2023	400,575
2013A	10/1/2023	400,575
2013A Total		\$1,720,425
2017A	4/1/2022	1,981,375
2017A	10/1/2022	1,981,375
2017A	4/1/2023	1,981,375
2017A	10/1/2023	1,981,375
2017A	4/1/2024	1,845,125
2017A	10/1/2024	1,845,125
2017A	4/1/2025	1,690,250
2017A	10/1/2025	1,690,250
2017A	4/1/2026	1,515,375
2017A	10/1/2026	1,515,375
2017A	4/1/2027	1,318,750
2017A	10/1/2027	1,318,750
2017A Total		\$20,664,500
Grand Total		\$22,384,925

Principal Defeased

Series	Maturity Date	Principal	Coupon	Call Date
2013A	10/1/2022	3,375,000	3.50%	
2013A	10/1/2023	3,495,000	3.50%	
2013A	10/1/2024	3,615,000	3.50%	10/1/2023
2013A	10/1/2025	3,745,000	3.50%	10/1/2023
2013A	10/1/2026	3,875,000	3.50%	10/1/2023
2013A	10/1/2027	4,010,000	3.50%	10/1/2023
2013A	10/1/2028	4,150,000	3.50%	10/1/2023
2013A Total		\$26,265,000		
2017A	10/1/2023	5,450,000	5.00%	
2017A	10/1/2024	6,195,000	5.00%	
2017A	10/1/2025	6,995,000	5.00%	
2017A	10/1/2026	7,865,000	5.00%	
2017A	10/1/2027	8,800,000	5.00%	
2017A	10/1/2028	3,480,000	5.00%	10/1/2027
2017A	10/1/2029	19,740,000	5.00%	10/1/2027
2017A	10/1/2030	20,730,000	5.00%	10/1/2027
2017A Total		\$79,255,000		
Grand Total		\$105,520,000		

Preliminary and subject to change.

Third Defeasance – Series 2013A Senior Bonds (GARBs Only)

Remaining Bonds Outstanding

GARBs				
Date	Principal	Coupon	Interest	Debt Service
10/1/2021	\$3,265,000	3.50%	\$114,275	\$3,379,275

Preliminary and subject to change.

Third Defeasance – Series 2017A Subordinate Bonds (GARBs Only)

Remaining Bonds Outstanding

GARBs				
Date	Principal	Coupon	Interest	Debt Service
10/1/2022	\$0		\$39,412,400	\$39,412,400
10/1/2023	3,965,000	5.00%	39,412,400	43,377,400
10/1/2024	3,690,000	5.00%	39,214,150	42,904,150
10/1/2025	3,380,000	5.00%	39,029,650	42,409,650
10/1/2026	3,030,000	5.00%	38,860,650	41,890,650
10/1/2027	2,640,000	5.00%	38,709,150	41,349,150
10/1/2028	-		38,577,150	38,577,150
10/1/2029	-		38,577,150	38,577,150
10/1/2030	-		38,577,150	38,577,150
10/1/2031	21,765,000	5.00%	38,577,150	60,342,150
10/1/2032	22,855,000	5.00%	37,488,900	60,343,900
10/1/2033	23,995,000	5.00%	36,346,150	60,341,150
10/1/2034	25,195,000	5.00%	35,146,400	60,341,400
10/1/2035	26,455,000	5.00%	33,886,650	60,341,650
10/1/2036	27,780,000	5.00%	32,563,900	60,343,900
10/1/2037	29,170,000	5.00%	31,174,900	60,344,900
10/1/2038	30,625,000	3.50/5.00%	29,716,400	60,341,400
10/1/2039	32,140,000	3.50/5.00%	28,200,150	60,340,150
10/1/2040	33,735,000	3.50/5.00%	26,608,150	60,343,150
10/1/2041	35,405,000	3.50/5.00%	24,936,400	60,341,400
10/1/2042	37,160,000	3.50/5.00%	23,181,150	60,341,150
10/1/2043	39,005,000	3.625/4.00/5.00%	21,338,150	60,343,150
10/1/2044	40,840,000	3.625/4.00/5.00%	19,501,650	60,341,650
10/1/2045	42,770,000	3.625/4.00/5.00%	17,573,400	60,343,400
10/1/2046	44,795,000	3.625/4.00/5.00%	15,548,650	60,343,650
10/1/2047	46,920,000	3.625/4.00/5.00%	13,422,650	60,342,650
10/1/2048	49,150,000	4.00/5.00%	11,190,400	60,340,400
10/1/2049	51,220,000	4.00/5.00%	9,124,400	60,344,400
10/1/2050	53,365,000	4.00/5.00%	6,975,600	60,340,600
10/1/2051	55,600,000	4.00/5.00%	4,741,000	60,341,000
10/1/2052	57,925,000	4.00/5.00%	2,417,000	60,342,000

Preliminary and subject to change.

Disclosure of Conflicts of Interest and Legal or Disciplinary Events

Pursuant to Municipal Securities Rulemaking Board (“MSRB”) Rule G-42, on Duties of Non-Solicitor Municipal Advisors, Municipal Advisors are required to make certain written disclosures to clients and potential clients which include, amongst other things, Conflicts of Interest and any Legal or Disciplinary events of Frasca & Associates LLC and its associated persons.

Conflicts of Interest

Compensation

Frasca & Associates LLC represents that in connection with the issuance of municipal securities Frasca & Associates LLC may receive compensation from an Issuer or Obligated Person for services rendered, which compensation is contingent upon the successful closing of a transaction and/or is based on the size of a transaction. Consistent with the requirements of MSRB Rule G-42, Frasca & Associates LLC hereby discloses that such contingent and/or transactional compensation may present a potential conflict of interest regarding Frasca & Associates LLC’s ability to provide unbiased advice to enter into such transaction. This conflict of interest will not impair Frasca & Associates LLC’s ability to render unbiased and competent advice or to fulfill its fiduciary duty to the Issuer.

It should be noted that other forms of compensation (i.e. hourly or fixed fee based) may also present a potential conflict of interest regarding Frasca & Associates LLC’s ability to provide advice regarding a municipal security transaction. These other potential conflicts of interest will not impair Frasca & Associates LLC’s ability to render unbiased and competent advice or to fulfill its fiduciary duty to the Issuer.

Other Municipal Advisor Relationships

Frasca & Associates LLC serves a wide variety of other clients that may from time to time have interests that could have a direct or indirect impact on the interests of another Frasca & Associates LLC client. For example, Frasca & Associates LLC serves as municipal advisor to other municipal advisory clients and, in such cases, owes a regulatory duty to such other clients just as it does to the Issuer receiving this disclosure. These other clients may, from time to time and depending on the specific circumstances, have competing interests. In acting in the interests of its various clients, Frasca & Associates LLC could potentially face a conflict of interest arising from these competing client interests. Frasca & Associates LLC fulfills its regulatory duty and mitigates such conflicts through dealing honestly and with the utmost good faith with (NAME OF CLIENT).

If Frasca & Associates LLC becomes aware of any additional potential or actual conflict of interest after this disclosure, Frasca & Associates LLC will disclose the detailed information in writing to the issuer or obligated person in a timely manner.

Legal or Disciplinary Events

Frasca & Associates LLC does not have any legal events or disciplinary history on Frasca & Associates LLC’s Form MA and Form MA-I, which includes information about any criminal actions, regulatory actions, investigations, terminations, judgments, liens, civil judicial actions, customer complaints, arbitrations and civil litigation. The Issuer may electronically access Frasca & Associates LLC’s most recent Form MA and each most recent Form MA-I filed with the Commission at the following website: www.sec.gov/edgar/searchedgar/companysearch.html.

There have been no material changes to a legal or disciplinary event disclosure on any Form MA or Form MA-I filed with the SEC. If any material legal or regulatory action is brought against Frasca & Associates LLC, Frasca & Associates LLC will provide complete disclosure to the Issuer in detail allowing the Issuer to evaluate Frasca & Associates LLC, its management and personnel.



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida 32827-4399

MEMORANDUM

TO: Members of the Aviation Authority

FROM: Davin D. Ruohomaki, Chairman, Professional Services Committee

DATE: August 18, 2021

ITEM DESCRIPTION

Notification of the Professional Services Committee's Approval of the Lists of Pre-Qualified Subcontractors/Suppliers for Major Trade Packages for the South Terminal C, Phase 1, Program, at the Orlando International Airport

BACKGROUND

In accordance with the Construction Manager at Risk (CM@R) Agreements for the South Terminal C, Phase 1, Program, and the Aviation Authority's Policies and Procedures 120.10 (Professional Services Committee) and 130.03 (Construction Management Contracts), the CM@Rs' proposed lists of prequalified subcontractors/suppliers for each major trade package must be approved by the Professional Services Committee.

No pre-qualified subcontractors/suppliers have been added to the lists since March 2021. Attached are charts that reflect updated pre-qualification percentages through July 31, 2021.

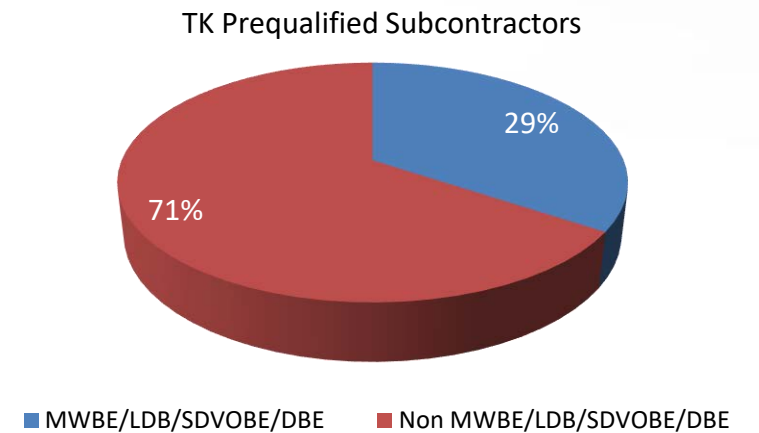
Prequalified Subcontractors (STC-P1)

Program Goals	MWBE	LDB	DBE
TK Construction	20%	4%	13%
TK CM	20%	3%	-
HP Construction	20%	4%	-
HP CM	25%	6%	-

Turner-Kiewit MWBE LDB / DBE Participation

<u>Classification</u>	<u>Classification Count</u>	<u>Total Firms Prequalified</u>	<u>Percentage</u>
MWBE/LDB/SDVOBE/DBE*	184	625	29.44%
Non MWBE/LDB/SDVOBE/DBE	441	625	70.56%

* 192 Firms have DBE classification

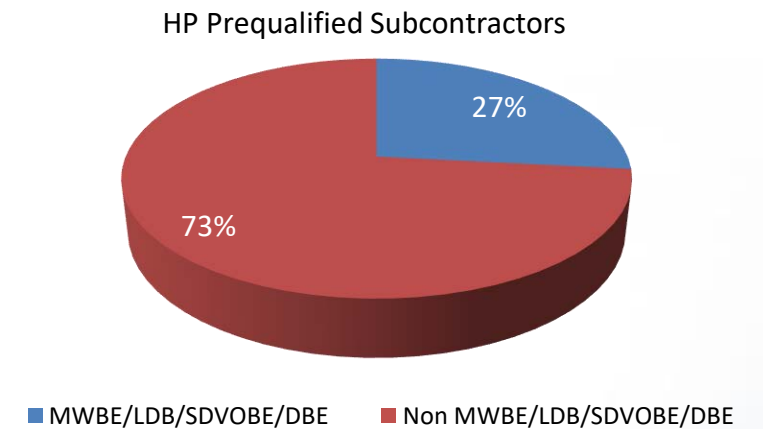


Turner-Kiewit

Hensel Phelps MWBE LDB / DBE Participation

<u>Classification</u>	<u>Classification Count</u>	<u>Total Firms Prequalified</u>	<u>Percentage</u>
MWBE/LDB/SDVOBE/DBE*	161	602	26.74%
Non MWBE/LDB/SDVOBE/DBE	441	602	73.26%

* 101 Firms have DBE classification



Turner-Kiewit Joint Venture GMP Summary

GMP #	Description	CMAR	Board Approval Date	Awarded Value
1-S	EARLY SITEWORK AND STRUCTURES	PCL	AWARDED	\$5,967,637
3-S	VOID	VOID	VOID	\$0
4-S	TK JV GENERAL CONDITIONS	TK	AWARDED	\$4,085,999
4S.1	TK JV GENERAL CONDITIONS, FY2018 PART 1	TK	AWARDED	\$3,245,759
4S.2	TK JV GENERAL CONDITIONS, FY2018 PART 2	TK	AWARDED	\$7,430,864
4S.3	TK JV GENERAL CONDITIONS, FY2019	TK	AWARDED	\$37,457,840
4S.4	TK JV GENERAL CONDITIONS, FY2020	TK	AWARDED	\$36,964,003
4S.5	TK JV GENERAL CONDITIONS, FY2021	TK	AWARDED	\$32,429,738
5-S	LANDSIDE CLEAR/GRUB/EARTHWORK/GRADING	TK	AWARDED	\$7,311,316
5S.1	LANDSIDE DEEP FOUNDATIONS	TK	AWARDED	\$8,880,610
5S.2	LANDSIDE UTILITIES & BALANCES OF SITEWORK	TK	AWARDED	\$69,910,070
5S.3	ENPLANE/DEPLANE BRIDGE & ROADWAYS – FDOT	TK	AWARDED	\$19,867,655
5S.4	LANDSIDE CONVEYING EQUIPMENT JOINT PROCUREMENT WITH HP	TK	AWARDED	\$16,019,234
5S.5	ENPLANE/DEPLANE BRIDGE & ROADWAYS – BALANCE OF WORK – FDOT	TK	AWARDED	\$72,705,289
5S.6	UNDERGROUND ELECTRICAL DISTRIBUTION	TK	AWARDED	\$49,707,361
5S.7	LSC OVERHEAD ROADWAY SIGNAGE	TK	AWARDED	\$3,066,530
7-S	LANDSIDE TERMINAL, STRUCTURE, & ENCLOSURE	TK	AWARDED	\$129,780,502
7S.1	LANDSIDE TERMINAL, REMAINING STRUCTURE & SYSTEMS	TK	AWARDED	\$177,393,137
7S.2	LANDSIDE TERMINAL FINISHES	TK	AWARDED	\$91,082,382
7S.3	LANDSIDE TERMINAL, MEP SYSTEMS - FDOT	TK	AWARDED	\$132,602,712
7S.4	PHASE I – EXPERIENTIAL MEDIA ENVIRONMENT	TK	AWARDED	\$11,342,367
8-S	GROUND TRANSPORTATION FACILITY (FDOT)	TK	AWARDED	\$25,297,937
8S.1	PHASE I – GROUND TRANSPORTATION FACILITY	TK	AWARDED	\$38,412,450
9-S	PARKING GARAGE	TK	AWARDED	\$45,668,490
9S.1	PARKING FACILITY – PHASE II	TK	AWARDED	\$12,006,596
14-S	CENTRAL ENERGY PLANT & EPG BUILDING	TK	AWARDED	\$67,340,011
17-S	CHECKPOINT DELTA	TK	AWARDED	\$3,622,174
18-S	SITE LOGISTICS RELOCATION	TK	AWARDED	\$45,256,097
19-S	AIRFIELD CIVIL	TK	AWARDED	\$216,479,519

**PCL Awarded:
\$5,967,637**

**TK Awarded:
\$1,365,366,643**

**HP Awarded:
\$658,573,605**

Hensel Phelps Construction GMP Summary

GMP #	Description	CMAR	Board Approval Date	Awarded Value
2-S	MASS CLEARING, GRUBBING AND LAKE GILLOOLY	HP	AWARDED	\$34,465,673
2S.1	AIRSIDE SITE UTILITIES & BALANCE OF SITEWORK	HP	AWARDED	\$31,568,234
6-S	AIRSIDE TERMINAL FOUNDATIONS	HP	AWARDED	\$21,694,922
6S.1	AIRSIDE TERMINAL, STRUCTURE, & ENCLOSURE	HP	AWARDED	\$177,885,828
6S.2	AIRSIDE ENCLOSURE & EXTERIOR FINISHES	HP	AWARDED	\$127,852,867
6S.3	AIRSIDE EARLY INTERIORS	HP	AWARDED	\$43,475,548
6S.4	AIRSIDE INTERIOR FINISHES & SPECIALTIES	HP	AWARDED	\$65,113,470
6S.5	AIRSIDE EXPERIENTIAL MEDIA ENVIRONMENT (EME)	HP	AWARDED	\$11,116,346
6S.6	STC AIRSIDE CONCOURSE	HP	AWARDED	\$21,531,672
10-S	APRON PAVEMENT	HP	AWARDED	\$7,665,705
11-S	FUELING SYSTEM	HP	AWARDED	\$32,394,501
15-S	STC GROUND SUPPORT EQUIPMENT FACILITY	HP	AWARDED	\$30,140
16-S	HP GENERAL CONDITIONS, FY2018 PART 1	HP	AWARDED	\$3,861,131
16S.1	HP GENERAL CONDITIONS, FY2018 PART 2	HP	AWARDED	\$1,942,581
16S.2	HP GENERAL CONDITIONS, FY2018 PART 3	HP	AWARDED	\$6,717,275
16S.3	HP GENERAL CONDITIONS, FY 2019	HP	AWARDED	\$28,326,415
16S.4	HP GENERAL CONDITIONS, FY 2020	HP	AWARDED	\$21,188,662
16S.5	HP GENERAL CONDITIONS, FY 2021	HP	AWARDED	\$21,742,635

**PCL Awarded:
\$5,967,637**

**TK Awarded:
\$1,365,366,643**

**HP Awarded:
\$658,573,605**



ORLANDO INTERNATIONAL AIRPORT | MCO

CONSTRUCTION PROGRESS REPORT

For Board Meeting of August 18, 2021

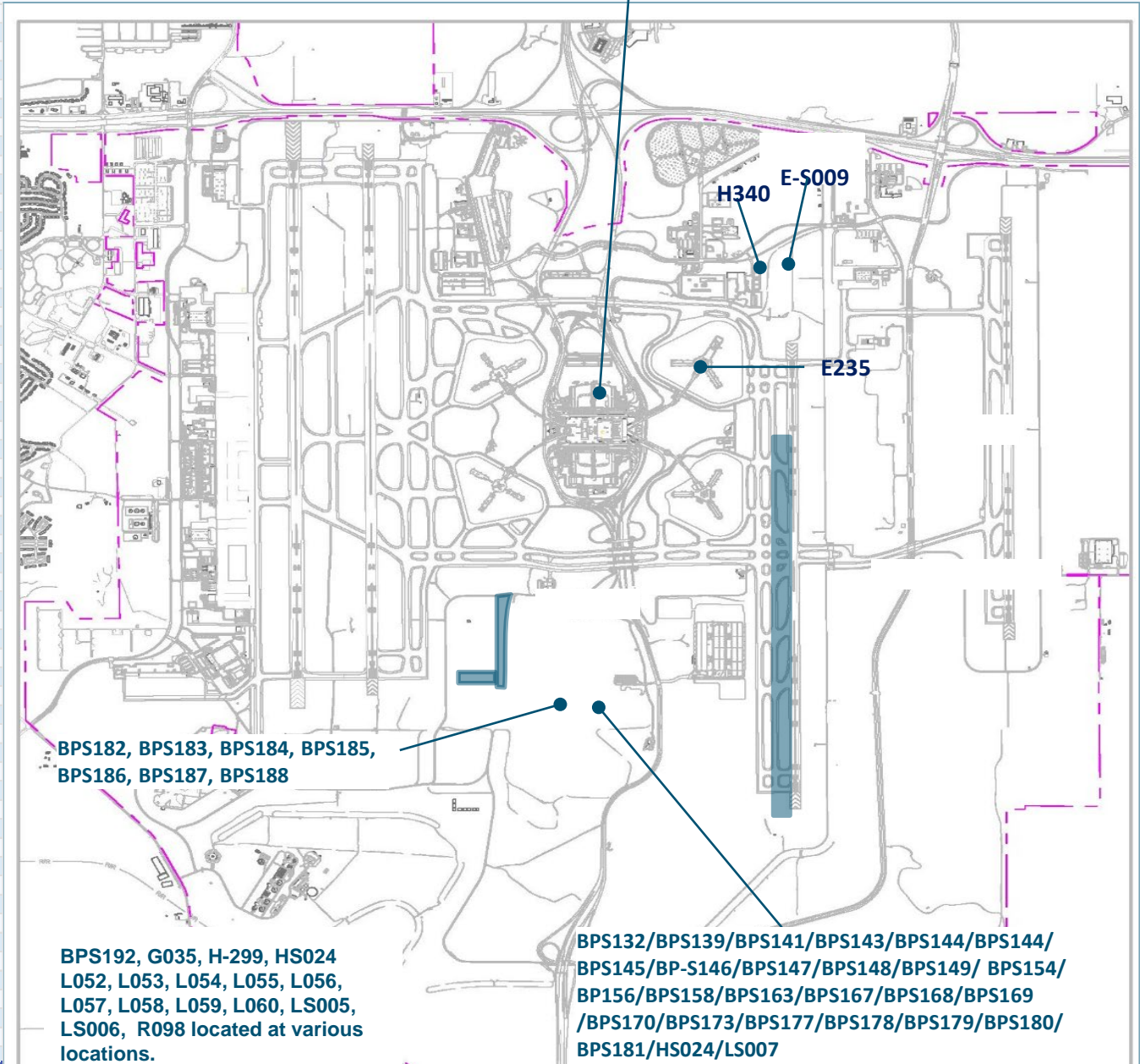
ORLANDO INTERNATIONAL AND EXECUTIVE AIRPORTS



MCO LOCATION MAP FOR ACTIVE CONSTRUCTION PROJECTS

R096/V931/V966

Project No	Description	Contractor (Vendor)
BP-S00132-MCO	BAGGAGE HANDLING SYSTEM (DBOM)	Vanderlande Industries, Inc.
BP-S00139-MCO	LANDSIDE SITE UTILITIES AND BALANCE OF SITEWORK (GMP#5-S.2)	Turner-Kiewit Joint Venture
BP-S00141-MCO	LANDSIDE CONVEYING EQUIPMENT (GMP 5-S.4)	Turner-Kiewit Joint Venture
BP-S00143-MCO	AIRSIDE TERMINAL, STRUCTURE & ENCLOSURE (GMP#6-S.1)	Hensel Phelps Construction
BP-S00144-MCO	AS TERM, ENCLOSURES AND EXT FINISHES (GMP#6-S.2)	Hensel Phelps Construction
BP-S00145-MCO	AIRSIDE TERMINAL, EARLY INTERIORS (GMP#6-S.3)	Hensel Phelps Construction
BP-S00146-MCO	LANDSIDE TERMINAL STRUCTURE AND ENCLOSURE (GMP#7-S)	Turner-Kiewit Joint Venture
BP-S00147-MCO	LANDSIDE TERM, REMAINING STRUCTURE & SYSTEMS (GMP#7-S.1)	Turner-Kiewit Joint Venture
BP-S00148-MCO	LANDSIDE TERMINAL FINISHES (GMP#7-S.2)	Turner-Kiewit Joint Venture
BP-S00149-MCO	GROUND TRANSPORTATION FACILITY (GTF) - FDOT (GMP#8-S)	Turner-Kiewit Joint Venture
BP-S00154-MCO	FUELING SYSTEM (GMP#11-S)	Hensel Phelps Construction
BP-S00156-MCO	CENTRAL ENERGY PLANT AND EPG BUILDING (GMP#14-S)	Turner-Kiewit Joint Venture
BP-S00158-MCO	CHECKPOINT DELTA (GMP#17-S)	Turner-Kiewit Joint Venture
BP-S00163-MCO	ENPLANE/DEPLANE BRIDGE & ROADWAYS BALANCE OF WORK-FDOT (GMP#5-S.5)	Turner-Kiewit Joint Venture
BP-S00167-MCO	S TERM C, PH-1 - HP GENERAL CONDITIONS FY2021 (GMP#16-S.5)	Hensel Phelps Construction
BP-S00168-MCO	AIRSIDE TERMINAL INTERIORS FINISHES AND SPECIALTIES (GMP#6-S.4)	Hensel Phelps Construction
BP-S00169-MCO	S TERM C, PH-1 - TK GENERAL CONDITIONS FY2021 (GMP#4-S.5)	Turner-Kiewit Joint Venture
BP-S00170-MCO	UNDERGROUND ELECTRICAL DISTRIBUTION (GMP#5-S.6)	Turner-Kiewit Joint Venture
BP-S00173-MCO	LANDSIDE TERMINAL MEP SYSTEMS - FDOT (GMP#7-S.3)	Turner-Kiewit Joint Venture
BP-S00177-MCO	AIRSIDE EME (GMP #6-S.5)	Hensel Phelps Construction
BP-S00178-MCO	AIRFIELD CIVIL (GMP 19-S)	Turner-Kiewit Joint Venture
BP-S00179-MCO	AIRSIDE CONCOURSE (GMP#6-S.6)	Hensel Phelps Construction
BP-S00180-MCO	LANDSIDE EME (GMP#7-S.4)	Turner-Kiewit Joint Venture
BP-S00181-MCO	GROUND TRANSPORTATION FACILITY (GTF) (GMP#8-S.1)	Turner-Kiewit Joint Venture
BP-S00182-MCO	STC-BUILDOUT OF AIRLINE SPACES, LST L1, L2 & L6 AND ASC L1 & L2 (D/B)	Clancy & Theys
BP-S00183-MCO	STC-BUILDOUT OF TENANT SPACES, ASC L1, WEST CONCOURSE (D/B)	The Collage Companies
BP-S00184-MCO	STC-BUILDOUT OF TENANT SPACES, LST L1 (D/B)	Gomez Construction Company
BP-S00185-MCO	STC-BUILDOUT OF TENANT SPACES, LST L2 - L7 AND GTF (D/B)	H. W. Davis Construction, Inc.
BP-S00186-MCO	STC-BUILDOUT OF TENANT SPACES ASC L1 HUB & NS CONCOURSES (D/B)	T&G Constructors
BP-S00187-MCO	STC-BUILDOUT OF TENANT SPACES, LST L2 POST SSCP AND ASC L2 - L4 (D/B)	R. L. Burns, Inc.
BP-S00188-MCO	PBB AND AFFILIATED EQUIPMENT INSTALLATION	JSM & Associates, LLC
BP-S00192-MCO	LSC ROADWAY OVERHEAD SIGNAGE (GMP#5-S.7)	Turner-Kiewit Joint Venture
E-S00009-MCO	RUNWAY 17L FAA ALSF-2 MODIFICATIONS	H. L. Pruitt Corporation
G-00035-MCO	CFX ROADWAY OVERHEAD SIGN PANELS	AC Signs, LLC
H-00299-MCO	AOA SECURITY FENCE UPGRADE	Florida Door Control of Orlando, Inc.
H-00337-MCO	MCO AIRCRAFT PARKING APRON REHABILITATION - PHASE 1 (AIRSIDE 1)	Gibbs & Register, Inc.
H-00340-MCO	RSF TO CRDC FENCE INSTALLATION	Carr & Collier Inc.
H-S00024-MCO	JEFF FUQUA BLVD OVER APM, BRIGHTLINE, AND FUTURE RAIL REPAIRS	Prime Construction Group, Inc.
L-00049-MCO	BACKBONE FIBER INFRASTRUCTURE TO TENANT LOCATIONS (OBTS)	OBTS, Inc.
L-00052-MCO	ON-CALL LOW VOLTAGE SERVICES (FY21-PRECISION)	Precision Contracting Services, Inc.
L-00053-MCO	ON-CALL LOW VOLTAGE SERVICES (FY21-CNET)	Certified Network Professionals, Inc.
L-00054-MCO	ON-CALL LOW VOLTAGE SERVICES (FY21-ARCHIS)	Archis Technologies
L-00055-MCO	ON-CALL LOW VOLTAGE SERVICES (FY21-QCC)	Quality Cable Contractors, Inc.
L-00056-MCO	ON-CALL LOW VOLTAGE SERVICES (FY21-ORION)	Orion Management Services, LLC
L-00057-MCO	ON-CALL LOW VOLTAGE SERVICES (FY21-OBTS)	OBTS, Inc.
L-00058-MCO	ON-CALL LOW VOLTAGE SERVICES (FY21-ACCI)	Advanced Cable Connection, Inc.
L-00059-MCO	GATEKEEPER QUARTERLY MAINTENANCE AND ON-CALL SUPPORT SERVICES	OBTS, Inc.
L-00060-MCO	RSF TO CRDC CAMERA AND ACS CONVERSION	Orion Management Services, LLC
L-S00005-MCO	ON-CALL LOW VOLTAGE SERVICES SAPM/ITF (FY21-ORION)	Orion Management Services, LLC
L-S00006-MCO	ON-CALL LOW VOLTAGE SERVICES SAPM/ITF (FY21-OBTS)	OBTS, Inc.
L-S00007-MCO	PASSIVE OPTICAL NETWORK (PON) INSTALLATION AND INTEGRATION SERVICES	Precision Contracting Services, Inc.
R-00096-MCO	MCO SKYLIGHT REPAIRS AT GREAT HALL	Advanced Roofing, Inc.
R-00098-MCO	2021-2022 EMERGENCY ROOF REPAIRS AND WATERPROOFING MAINTENANCE	P&A Roofing and Sheet Metal, Inc.
V-00931-MCO	HYATT FCU PANEL RELOCATIONS ON 8TH AND 9TH FLOORS	Gomez Construction Company
V-00966-MCO	WEST CHECKPOINT PASSENGER QUEUE FLOOR REPAIRS	H. W. Davis Construction, Inc.

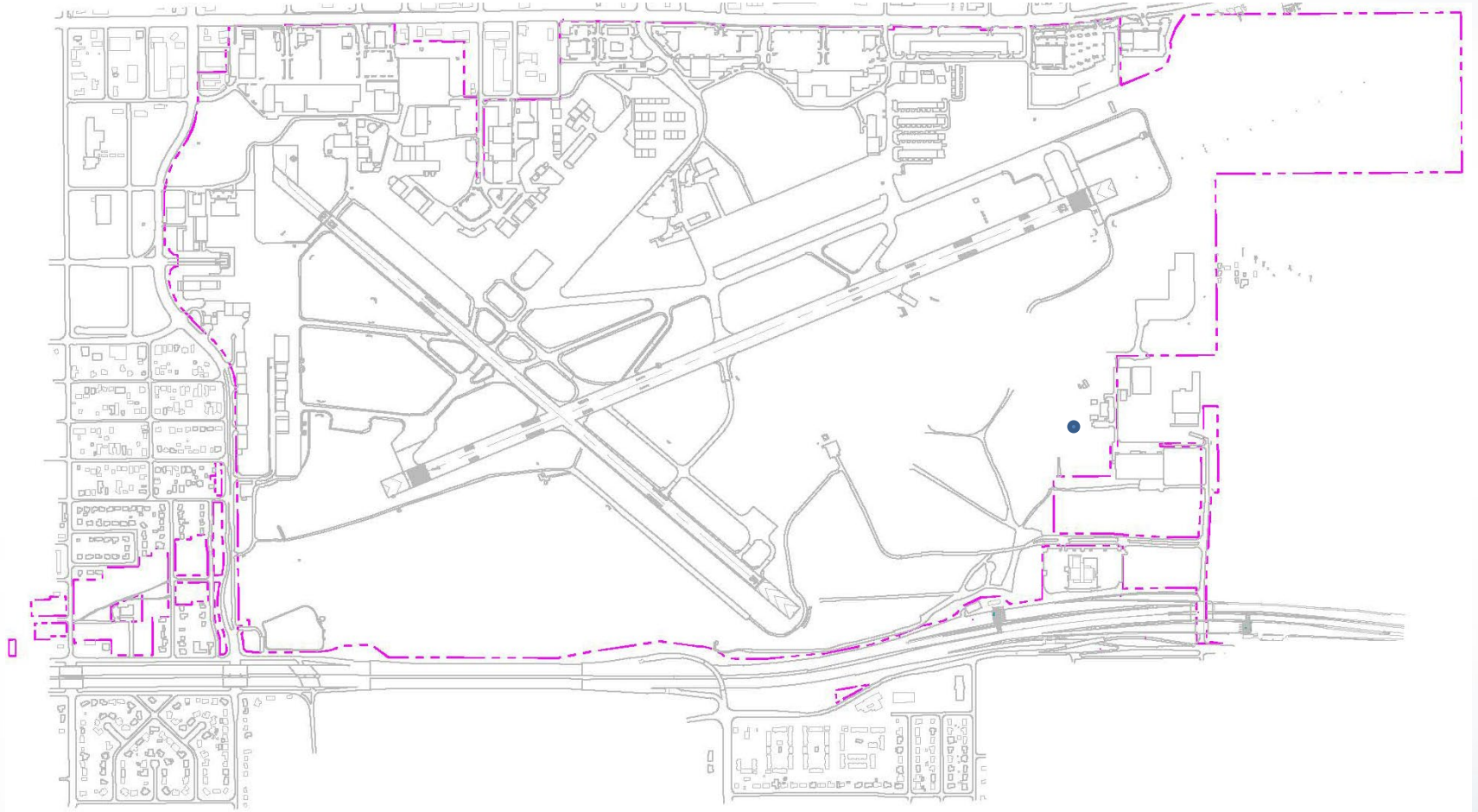


**BPS182, BPS183, BPS184, BPS185,
BPS186, BPS187, BPS188**

**BPS192, G035, H-299, HS024
L052, L053, L054, L055, L056,
L057, L058, L059, L060, LS005,
LS006, R098 located at various
locations.**

**BPS132/BPS139/BPS141/BPS143/BPS144/BPS144/
BPS145/BP-S146/BPS147/BPS148/BPS149/
BPS154/BP156/BPS158/BPS163/BPS167/BPS168/BPS169
/BPS170/BPS173/BPS177/BPS178/BPS179/BPS180/
BPS181/HS024/LS007**

Orlando Executive Airport August 2021– No active projects



PROJECTS IN CONSTRUCTION

BP-S00132-MCO S TERM C, PH 1 - BAGGAGE HANDLING SYSTEM (DBOM)

CONTRACTOR:	Vanderlande Industries, Inc.	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Davin Ruohomaki
FUNDING:	GARBS (General Account Revenue Bonds),PFCs (Passenger Facility Charges)	PROJECT COST:	\$141,402,535.00

SCOPE: Design/Build/Operate/Maintain (DBOM) Services for the Baggage Handling System –South Terminal C Phase 1 Program.

STATUS: Mechanical and electrical installation of the baggage handling system is continuing in both the airside and landside buildings. Initial commissioning activities have commenced in the west concourse portion of the airside building and the early bag store in the landside building. Site acceptance testing of EDS machines in CBIS are in-progress.

NOTICE TO PROCEED: 06/14/18

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$94,900,000.00	902 12/01/20
Thru Change Order # 10	\$44,212,575.10 46.6%	<u>365</u>
Current Contract	\$139,112,575.10	1267 12/01/21
Paid To Date Thru PA # 35	\$115,997,790.40 83.4%	Time: 89.5%

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00139-MCO S TERM C, PH 1 – LANDSIDE SITE UTILITIES AND BALANCE OF SITEWORK (GMP#5-S.2)

CONTRACTOR:	Turner-Kiewit Joint Venture	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	GARBS (General Account Revenue Bonds),CFCs (Customer Facility Charges)	PROJECT COST:	\$69,910,070.00

SCOPE: S TERM C, PH 1 – LANDSIDE SITE UTILITIES AND BALANCE OF SITEWORK (GMP#5-S.2)
Includes the civil work and required utilities for the Landside Terminal site.

STATUS: Duct bank installation is complete on west side of project. Utility installation on the LST side of project is in-progress. Utility installation between garage and enplane/deplane bridge is complete. Construction of the water service has been established onsite to support mechanical flushing. Lift Stations 1 and 2 are in-progress. Asphalt driveways and road work are underway on the north and south ends of the site. Sidewalks at building perimeters are in-progress at CEP, CPD, and EPG.

NOTICE TO PROCEED: 06/05/18

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$37,185,724.00		1365	02/28/22
Thru Change Order #	4	\$32,724,346.00	88.0%	0	
Current Contract		\$69,910,070.00		1365	02/28/22
Paid To Date Thru PA #	38	\$52,416,853.49	75.0%	Time: 84.8%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00141-MCO S TERM C, PH 1 – LANDSIDE CONVEYING EQUIPMENT (GMP 5-S.4)

CONTRACTOR: Turner-Kiewit Joint Venture A/E: HNTB Corporation OAR: Geotech Consultants International, Inc. dba GCI, Inc. FUNDING: GARBS (General Account Revenue Bonds),CFCs (Customer Facility Charges),PFCs (Passenger Facility Charges)	GOAA CONTACTS: Sponsor: Engineering & Construction Construction: Mark Birkebak PROJECT COST: \$16,787,006.00
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SCOPE: Includes the costs for the elevators and escalators in the Landside Terminal, Parking Garage. This also includes the escalators for the Ground Transportation Facility. This is a joint procurement with HP.

STATUS: Escalators and elevator equipment are being installed as building progress allows. All elevators and escalators at Garage Expansion are complete and passed inspection by the State of Florida.

NOTICE TO PROCEED: 06/05/18

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$15,871,953.00	1365
Thru Change Order # 2	\$147,281.00 0.9%	<u>0</u>
Current Contract	\$16,019,234.00	1365
Paid To Date Thru PA # 27	\$11,588,709.65 72.3%	Time: 82.8%

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00143-MCO S TERM C, PH 1 – AIRSIDE TERMINAL, STRUCTURE & ENCLOSURE (GMP#6-S.1)

CONTRACTOR:	Hensel Phelps Construction	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	GARBS (General Account Revenue Bonds),PFCs (Passenger Facility Charges)	PROJECT COST:	\$200,750,597.00

SCOPE: The scope of Project BP No . S00143 provides for airside terminal early procurement , which includes concrete, steel and waterproofing for the airside terminal for South Terminal C. Placement of slab on grade is in progress.

STATUS: Fire protection, plumbing, roofing and HVAC rough-in continues. Final roofing details are being installed. Exterior curtain wall glass and clerestory is complete with punch work remaining - final testing is underway. Escalators have been staged inside the building with installation underway. Elevators are being installed in the building as progress allows. All HVAC equipment is onsite and is being installed as progress permits. Switchgear continues to arrive onsite systematically and being rigged into place. Chilled water insulation is complete and chilled water is flowing through the Airside Terminal. Air handler connections are being finalized, initial startups are in-process. Initial startup of air handler continues and permanent equipment is being utilized for conditioning the space for finish trade installation.

NOTICE TO PROCEED: 05/03/18

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$150,612,012.00		1398	02/28/22
Thru Change Order #	11	\$27,273,816.46	18.1%	0	
Current Contract		\$177,885,828.46		1398	02/28/22
Paid To Date Thru PA #	48	\$160,812,259.69	90.4%	Time: 84.9%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00144-MCO S TERM C, PH 1 – AS TERM, ENCLOSURES AND EXT FINISHES (GMP#6-S.2)

CONTRACTOR:	Hensel Phelps Construction	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	GARBS (General Account Revenue Bonds),PFCs (Passenger Facility Charges)	PROJECT COST:	\$127,852,867.00

SCOPE: STC, PH 1 – AS TERM, ENCLOSURES AND EXT FINISHES (GMP#6-S.2). The scope of Project BP No. S00144 includes the costs for electrical, framing and drywall, roofing, stucco, exterior metal panels, waterproofing and caulking, air barrier, passenger boarding bridge foundations, horizontal lifeline system, miscellaneous metals, utility transformers and fiber ductbank.

STATUS: In-wall raceway rough-in is ongoing. Electrical conduit installation, exterior infill light gauge framing and exterior fenestration are nearing completion. Metal panel installation on exterior is nearing completion. Electrical distribution gear is being installed. Metal panel installation on exterior is nearing completion. Light fixtures, air distribution registers and return grills installation are underway.

NOTICE TO PROCEED: 07/05/18

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$104,107,463.00		1335	02/28/22
Thru Change Order #	11	\$23,745,404.00	22.8%	0	
Current Contract		\$127,852,867.00		1335	02/28/22
Paid To Date Thru PA #	41	\$107,512,572.95	84.1%	Time: 83.7%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00145-MCO S TERM C, PH 1 – AIRSIDE TERMINAL, EARLY INTERIORS (GMP#6-S.3)

CONTRACTOR:	Hensel Phelps Construction	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	GARBS (General Account Revenue Bonds),PFCs (Passenger Facility Charges)	PROJECT COST:	\$0.00

SCOPE: STC, PH 1 – AIRSIDE TERMINAL, EARLY INTERIORS (GMP#6-S.3) includes the ornamental metals and railings, millwork, doors/frames/hardware, overhead service doors, spray-applied fireproofing and insulation, intumescent fireproofing, interior storefront and glass wall systems, acoustical ceilings, interior plaster, terrazzo and building signage for the Airside Terminal at the Orlando International Airport.

STATUS: Submittals are complete. Interior masonry walls are complete. Fireproofing of structural steel complete. Interior light gauge framing is underway. Prime and finish painting continues. Terrazzo, restroom tile and interior glass are in-progress.

NOTICE TO PROCEED: 09/11/18

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$45,191,243.00	1267 02/28/22
Thru Change Order # 6	(\$1,715,695.00) -3.8%	0
Current Contract	\$43,475,548.00	1267 02/28/22
Paid To Date Thru PA # 36	\$31,844,760.43 73.2%	Time: 82.5%

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00146-MCO S TERM C, PH 1 – LANDSIDE TERMINAL STRUCTURE AND ENCLOSURE (GMP#7-S)

CONTRACTOR:	Turner-Kiewit Joint Venture	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	GARBS (General Account Revenue Bonds),PFCs (Passenger Facility Charges)	PROJECT COST:	\$129,780,502.00

SCOPE: The Landside Terminal approximately 800,000SF. South Terminal C Phase 1 Program. The scope of Project BP No. S00146 provides for the landside terminal early procurement which includes the concrete, steel, curtain wall and waterproofing for the South Terminal C.

STATUS: Duct work and electrical conduit installation continues. MEP service hanger installation is in-progress. Concrete slab-on-grade work is complete. Curtain wall nearing completion. Punch window installation and stucco are in progress.

NOTICE TO PROCEED: 04/27/18

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$106,397,624.00		1404	02/28/22
Thru Change Order #	2	\$23,382,878.00	22.0%	<u>0</u>	
Current Contract		\$129,780,502.00		1404	02/28/22
Paid To Date Thru PA #	53	\$122,206,677.31	94.2%	Time: 84.0%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00147-MCO S TERM C, PH 1 – LANDSIDE TERM, REMAINING STRUCTURE & SYSTEMS (GMP#7-S.1)

CONTRACTOR: Turner-Kiewit Joint Venture A/E: HNTB Corporation OAR: Geotech Consultants International, Inc. dba GCI, Inc. FUNDING: GARBS (General Account Revenue Bonds),PFCs (Passenger Facility Charges),FDOT	GOAA CONTACTS: Sponsor: Engineering & Construction Construction: Mark Birkebak PROJECT COST: \$177,393,137.00
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SCOPE: STC, PH 1 – LANDSIDE TERM, REMAINING STRUCTURE & SYSTEMS (GMP#7-S.1) Includes the building systems such as HVAC, electrical, plumbing, and fire suppression for the Landside Terminal at the Orlando International Airport.

STATUS: Fireproofing is complete. Exterior fenestration work continues. Interior light-gauge framing is underway. Exterior light-gauge framing is nearing completion, Skylight installation and clerestory installation and roofing are complete.

NOTICE TO PROCEED: 11/30/18

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$158,731,417.00	1187
Thru Change Order # 3	\$18,661,720.00	0
Current Contract	\$177,393,137.00	1187
Paid To Date Thru PA # 36	\$126,552,278.22	71.3%
	Time: 81.3%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00148-MCO S TERM C, PH 1 – LANDSIDE TERMINAL FINISHES (GMP#7-S.2)

CONTRACTOR:	Turner-Kiewit Joint Venture	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	GARBS (General Account Revenue Bonds),PFCs (Passenger Facility Charges)	PROJECT COST:	\$91,336,056.00

SCOPE: S TERM C, PH 1 – LANDSIDE TERMINAL FINISHES (GMP#7-S.2) Includes metal panels, roofing, stucco, framing, drywall, and interior finishes for the Landside Terminal.

STATUS: Submittals and procurement are complete and material fabrication continues. Terrazzo flooring and interior drywall continues. Elevated lights, fire protection, painting and finish work under the skylight is underway. Exterior canopies at east elevation of LST building have started.

NOTICE TO PROCEED: 08/01/19

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$91,336,056.00	943 02/28/22
Thru Change Order # 3	(\$253,674.00) -0.3%	<u>0</u>
Current Contract	\$91,082,382.00	943 02/28/22
Paid To Date Thru PA # 22	\$24,475,031.80 26.9%	Time: 75.7%

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00149-MCO S TERM C, PH 1 – GROUND TRANSPORTATION FACILITY (GTF) - FDOT (GMP#8-S)

CONTRACTOR: Turner-Kiewit Joint Venture A/E: HNTB Corporation OAR: Geotech Consultants International, Inc. dba GCI, Inc. FUNDING: GARBS (General Account Revenue Bonds),CFCs (Customer Facility Charges)	GOAA CONTACTS: Sponsor: Engineering & Construction Construction: Mark Birkebak PROJECT COST: \$70,493,505.51
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SCOPE: Ground Transportation Facility is an open-air 60' wide walkway from the Landside Terminal to the Phase 1 Parking Garage - South Terminal C Phase 1 Program

STATUS: Temporary MOT and signage plan around operating APM building has been installed. Deep foundation work is complete. Pile caps are complete. Concrete columns are complete. Scope deferrals are being defined and priced.

NOTICE TO PROCEED: 10/25/19

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$16,322,986.00		858	02/28/22
Thru Change Order #	3	\$8,974,951.00	55.0%	<u>0</u>	
Current Contract		\$25,297,937.00		858	02/28/22
Paid To Date Thru PA #	19	\$17,978,498.18	71.1%	Time: 72.4%	

**ANTICIPATED
COMPLETION:
On Schedule**

PROJECTS IN CONSTRUCTION

BP-S00154-MCO S TERM C, PH 1 – FUELING SYSTEM (GMP#11-S)

CONTRACTOR:	Hensel Phelps Construction	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	GARBS (General Account Revenue Bonds)	PROJECT COST:	\$34,825,688.00

SCOPE: The fuel system, piping and fuel island for the Airfield Operations.

STATUS: Pipe fitting, welding, and x-raying is complete. Hydrant installation is complete. Final fixture installation is complete. Final inspections and punch-list development is underway.

NOTICE TO PROCEED: 05/03/18

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	1398	02/28/22
Thru Change Order # 4	\$7,909,748.00 32.3%	<u>0</u>
Current Contract	\$32,394,501.00	1398 02/28/22
Paid To Date Thru PA # 39	\$28,038,405.09 86.6%	Time: 84.1%

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00156-MCO S TERM C, PH 1 – CENTRAL ENERGY PLANT AND EPG BUILDING (GMP#14-S)

CONTRACTOR:	Turner-Kiewit Joint Venture	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	GARBS (General Account Revenue Bonds),CFCs (Customer Facility Charges)	PROJECT COST:	\$69,662,647.00

SCOPE: S TERM C, PH 1 – CENTRAL ENERGY PLANT AND EPG BUILDING (GMP#14-S) Includes building concrete, masonry, structural steel and miscellaneous metals, waterproofing and caulking, modified bituminous membrane roofing, general trades, stucco, epoxy flooring and paint, signage, fire protection, plumbing diesel fuel transfer and storage system, mechanical and electrical scopes. The emergency transformers and distribution wiring for the Landside Terminal, Central Energy Plant and Parking Garage buildings, and underground chilled water piping from the Central Energy Plant to the Landside Terminal are also included in this GMP.

STATUS: CEP interior paint continues. CEP electrical gear installation is complete and permanent power is servicing the building. Interior mechanical pipe installation in the CEP is complete. Chilled water equipment piping is complete. Permanent power is on in the CEP building. Permanent light fixtures have been installed in CEP building. Low voltage and control work is underway. Chilled water equipment is being utilized to provide construction cooling in AST building. EPG roofing continues. Emergency generators are being wired to distribution gear. Fuel piping is complete. EPG louver installation is complete.

CONSTRUCTION COST:				NOTICE TO PROCEED: 08/31/18	
				TIME(DAYS)	COMPLETION
Original Contract		\$63,916,416.00		1278	02/28/22
Thru Change Order #	2	\$3,423,595.00	5.4%	0	
Current Contract		\$67,340,011.00		1278	02/28/22
Paid To Date Thru PA #	41	\$61,189,409.60	90.9%	Time: 82.1%	

**ANTICIPATED
COMPLETION:
On Schedule**

PROJECTS IN CONSTRUCTION

BP-S00158-MCO S TERM C, PH 1 – CHECKPOINT DELTA (GMP#17-S)

CONTRACTOR:	Turner-Kiewit Joint Venture	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	GARBS (General Account Revenue Bonds)	PROJECT COST:	\$3,622,174.00

SCOPE: The Check Point Delta building and covered roadway - South Terminal C Phase 1 Program

STATUS: Grading and site work continues. Roofing is complete. Security and screening rough-in is underway. Interior finishes are underway. Canopies are installed

CONSTRUCTION COST:				NOTICE TO PROCEED: 07/10/19		
				TIME(DAYS)	COMPLETION	
Original Contract		\$3,622,174.00		965	02/28/22	
Thru Change Order #	0	\$0.00	0.0%	<u>0</u>		
Current Contract		\$3,622,174.00		965	02/28/22	
Paid To Date Thru PA #	16	\$2,884,088.64	79.6%	Time: 74.6%		

**ANTICIPATED
COMPLETION:
On Schedule**

PROJECTS IN CONSTRUCTION

BP-S00163-MCO S TERM C, PH 1 – ENPLANE/DEPLANE BRIDGE & ROADWAYS BALANCE OF WORK-FDOT (GMP#5-S.5)

CONTRACTOR:	Turner-Kiewit Joint Venture	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	GARBS (General Account Revenue Bonds)	PROJECT COST:	\$72,705,289.00

SCOPE: S TERM C, PH 1–ENPLANE/DEPLANE BRIDGE & ROADWAYS BALANCE OF WORK-FDOT (GMP#5-S.5). The scope of BP No. S00163 includes MSE walls, pile caps, vertical structure, drainage, roadway pavement and striping, and fascia for the Enplane/Deplane Bridge from Piers 9 through 25. The same scope of work between End Bent 1 through Pier 9, including piles for the eight additional piers, was bid as an alternate and is included in this GMP.

STATUS: Installation of south MSE retaining wall is complete. Pointing, patching, and rubbing the concrete bridge structure is complete. Asphalt paving is being installed throughout the jobsite as prerequisite activities allows. Bollard installation on the bridge is in-progress.

NOTICE TO PROCEED: 07/23/18

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$66,955,635.00		1317	02/28/22
Thru Change Order #	1	\$5,749,654.00	8.6%	<u>0</u>	
Current Contract		\$72,705,289.00		1317	02/28/22
Paid To Date Thru PA #	41	\$68,500,529.21	94.2%	Time: 84.2%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00167-MCO S TERM C, PH-1 - HP GENERAL CONDITIONS FY2021 (GMP#16-S.5)

CONTRACTOR:	Hensel Phelps Construction	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	GARBS (General Account Revenue Bonds),PFCs (Passenger Facility Charges)	PROJECT COST:	\$21,742,635.00

SCOPE: S TERM C, PH-1 HP GENERAL CONDITIONS FY2021 (GMP#16-S.5)
STATUS: CMAR staff and general conditions through September 2021 to support the staff on-site.

NOTICE TO PROCEED: 10/01/20

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$21,742,635.00	365 09/30/21
Thru Change Order # 0	\$0.00 0.0%	0
Current Contract	\$21,742,635.00	365 09/30/21
Paid To Date Thru PA # 9	\$16,306,976.07 75.0%	Time: 78.6%

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00168-MCO S TERM C, PH 1 – AIRSIDE TERMINAL INTERIORS FINISHES AND SPECIALTIES (GMP#6-S.4)

CONTRACTOR:	Hensel Phelps Construction	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	GARBS (General Account Revenue Bonds),PFCs (Passenger Facility Charges)	PROJECT COST:	\$84,083,386.06

SCOPE: S TERM C, PH 1 – AIRSIDE TERMINAL, INTERIORS/SPECIALTIES (GMP#6-S.4)
STATUS: Column cover installation is in-progress. Restroom accessory installation is in-progress.

NOTICE TO PROCEED: 10/22/18

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$59,922,390.00	1226 02/28/22
Thru Change Order # 13	\$5,191,080.00 8.7%	0
Current Contract	\$65,113,470.00	1226 02/28/22
Paid To Date Thru PA # 35	\$37,065,073.64 56.9%	Time: 82.3%

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00169-MCO S TERM C, PH-1 – TK GENERAL CONDITIONS FY2021 (GMP#4-S.5)

CONTRACTOR:	Turner-Kiewit Joint Venture	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	CFCs (Customer Facility Charges),GARBS (General Account Revenue Bonds),PFCs (Passenger Facility Charges)	PROJECT COST:	\$32,429,738.00

SCOPE: S TERM C, PH 1 – GENERAL CONDITIONS FY2021 (GMP#4-S.5)

STATUS: CMAR staff and general conditions through September 2021 to support the staff on-site.

NOTICE TO PROCEED: 10/01/20

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$32,429,738.00	365 09/30/21
Thru Change Order # 0	\$0.00 0.0%	<u>0</u>
Current Contract	\$32,429,738.00	365 09/30/21
Paid To Date Thru PA # 10	\$27,024,781.69 83.3%	Time: 84.4%

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00170-MCO S TERM C, PH 1 – UNDERGROUND ELECTRICAL DISTRIBUTION (GMP#5-S.6)

CONTRACTOR:	Turner-Kiewit Joint Venture	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	FDOT, GARBS (General Account Revenue Bonds)	PROJECT COST:	\$49,707,361.00

SCOPE: S TERM C, PH 1 – UNDERGROUND ELECTRICAL DISTRIBUTION (GMP#5-S.6). The scope of Project BP No. S00170 includes primary power and emergency power distribution ductbanks and associated manholes for four main ductbanks, consisting of the OUC ductbank, emergency generators A and B, and communications control. The south portion of the OUC power, including the OUC primary switchyard pad and OUC access roads, was bid as an alternate and is incorporated into this GMP.

STATUS: OUC is complete with normal and emergency power conductors throughout site. North and South switchyard are energized and connection conductors between both switchyards is underway. Construction Manager has submitted Completion List to OAR.

NOTICE TO PROCEED: 07/23/18

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$40,534,012.00	1317 02/28/22
Thru Change Order # 4	\$9,173,349.00 22.6%	0
Current Contract	\$49,707,361.00	1317 02/28/22
Paid To Date Thru PA # 33	\$46,398,677.67 93.3%	Time: 82.5%

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00173-MCO S TERM C, PH 1 – LANDSIDE TERMINAL MEP SYSTEMS - FDOT (GMP#7-S.3)

CONTRACTOR:	Turner-Kiewit Joint Venture	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	Cap. Ex. (Capital Expenditure Fund),FDOT	PROJECT COST:	\$132,602,712.00

SCOPE: S TERM C, PH 1 – LANDSIDE TERMINAL MEP SYSTEMS - FDOT (GMP#7-S.3)

STATUS: MEP service hangers are complete. Underslab MEP work is ongoing. Prefab electrical rooms are staged inside and installation is in-progress. Chilled water pipe and fire protection pipe are being installed. AHUs have all been rigged into the building and piping is underway.

NOTICE TO PROCEED: 11/30/18

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$112,987,835.00		1187	02/28/22
Thru Change Order #	4	\$19,614,877.00	17.4%	0	
Current Contract		\$132,602,712.00		1187	02/28/22
Paid To Date Thru PA #	34	\$96,658,735.16	72.9%	Time: 81.3%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00177-MCO S TERM C, PH 1 - AIRSIDE EME (GMP #6-S.5)

CONTRACTOR:	Hensel Phelps Construction	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	GARBS (General Account Revenue Bonds),STC EME Budget Funds	PROJECT COST:	\$11,469,400.00

SCOPE: Furnish and install all mechanical, electrical, plumbing, structural and architectural finishes for the Experiential Media Environment (EME) system including, but not limited to, fountain/water feature, moment vault, windows of Orlando (window structures) and related work required for a complete EME system at the Orlando International Airport.

STATUS: Procurement continues. Support walls and framing is complete. Drywall enclosures continue. Data and electrical rough-ins are nearing completion.

NOTICE TO PROCEED: 07/01/19

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$11,463,235.00	974 02/28/22
Thru Change Order # 3	(\$346,889.00) -3.0%	0
Current Contract	\$11,116,346.00	974 02/28/22
Paid To Date Thru PA # 12	\$5,869,260.19 52.8%	Time: 76.5%

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00178-MCO S TERM C, PH 1 - AIRFIELD CIVIL (GMP 19-S)

CONTRACTOR:	Turner-Kiewit Joint Venture	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	GARBS (General Account Revenue Bonds),PFCs (Passenger Facility Charges)	PROJECT COST:	\$233,509,544.00

SCOPE: Complete underground utilities on the ramp and airfield including drainage, sanitary mains, water, and power at the Orlando International Airport. Construct all grading, base and pavement for ramp areas, remain over night areas, taxiway extensions (Taxiway B and Taxiway C), as well as newly constructed taxiways (Taxiway E1, Taxiway B9, Taxiway B11, Taxiway B12, and Taxiway B13). Reroute Secure Road from current location to proposed route across the ramp to the tie in location north of the project with phased construction as required to maintain access through the construction duration. Construct all pavement markings, taxiway signage, and airfield lighting required for the project while maintaining the function of the current airfield as coordinated with Airfield Operations. Provide for all maintenance of traffic to phase the work and maintain access needed for airfield operations including coordination with BP-486 and other projects. Maintain the integrity of the secure fence at all times and construct new secure fence to tie in to the Airside Concourse as well as Checkpoint Delta.

STATUS: Subgrade stabilization and Airfield paving is in-progress.

NOTICE TO PROCEED: 07/10/19

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	965	02/28/22
Thru Change Order # 3 (\$17,030,025.00) -7.3%	<u>0</u>	
Current Contract	965	02/28/22
Paid To Date Thru PA # 27 \$166,144,444.33 76.7%	Time: 78.1%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00179-MCO S TERM C, PH 1 – AIRSIDE CONCOURSE (GMP#6-S.6)

CONTRACTOR:	Hensel Phelps Construction	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	GARBS (General Account Revenue Bonds),PFCs (Passenger Facility Charges),South Terminal C Funds,FDOT	PROJECT COST:	\$81,251,370.00

SCOPE: The scope of BP No. S00179 provides concrete, masonry, roofing, waterproofing, fireproofing, doors, frames and hardware, tile, resilient tile and carpet, fire suppression, plumbing and Heating, Ventilation, and Air Conditioning (HVAC), electrical and low voltage work for the South Terminal C, Phase 1 Expansion Program.

STATUS: PIX AST structural steel delivery continues to west side of GOAA property.

NOTICE TO PROCEED: 11/22/19

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$81,251,370.00	830 02/28/22
Thru Change Order # 4	(\$59,719,698.00) -73.5%	0
Current Contract	\$21,531,672.00	830 02/28/22
Paid To Date Thru PA # 21	\$19,504,141.95 90.6%	Time: 72.4%

**ANTICIPATED
COMPLETION:
On Schedule**

PROJECTS IN CONSTRUCTION

BP-S00180-MCO S TERM C, PH 1 – LANDSIDE EME (GMP#7-S.4)

CONTRACTOR:	Turner-Kiewit Joint Venture	GOAA CONTACTS:	
A/E:	HNTB - Airport Office	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	S Term C, PH 1 Funds	PROJECT COST:	\$11,692,367.00

SCOPE: Furnish and install all mechanical, electrical, structural, audio visual components, servers, controls and architectural finishes for the Experiential Media Environment (EME) system including, but not limited to, the Portal and all related work required for a complete EME system at the Orlando International Airport.

STATUS: Procurement is in-progress. Support steel in place under separate GMPs.

NOTICE TO PROCEED: 01/22/20

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$11,692,367.00	769
Thru Change Order # 1	(\$350,000.00) -3.0%	0
Current Contract	\$11,342,367.00	769
Paid To Date Thru PA # 6	\$2,901,753.52 25.6%	Time: 68.3%

**ANTICIPATED
COMPLETION:
On Schedule**

PROJECTS IN CONSTRUCTION

BP-S00181-MCO S TERM C, PH 1 – GROUND TRANSPORTATION FACILITY (GTF) (GMP#8-S.1)

CONTRACTOR:	Turner-Kiewit Joint Venture	GOAA CONTACTS:	
A/E:	HNTB - Airport Office	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Mark Birkebak
FUNDING:	S Term C, Ph 1 Funds	PROJECT COST:	\$38,464,958.00

SCOPE: The STC-P1 Ground Transportation Facility (GTF) will serve as a connection and transportation hub for the Landside Terminal, Parking Garage, and the South APM Complex at the Orlando International Airport. This scope includes but is not limited to demolition, masonry, waterproofing and caulking, roofing, fireproofing, firestopping, skylights, interior glass and glazing, curtainwall, doors, frames and hardware, drywall, framing, finishes, fire protection, mechanical, and plumbing for the GTF.

STATUS: Structural steel work and exterior infill are complete. Interior framing, roofing, exterior building enclosure elements and MEP rough-in are all in-progress. Elevator installation is underway.

CONSTRUCTION COST:				NOTICE TO PROCEED: 01/22/20	TIME(DAYS)	COMPLETION
Original Contract		\$49,843,311.00		769	02/28/22	
Thru Change Order #	2	(\$11,430,861.00)	-22.9%	<u>0</u>		
Current Contract		\$38,412,450.00		769	02/28/22	
Paid To Date Thru PA #	17	\$25,052,828.63	65.2%	Time: 70.2%		

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00182-MCO STC-BUILDOUT OF AIRLINE SPACES, LST L1, L2 & L6 AND ASC L1 & L2 (D/B)

CONTRACTOR:	Clancy & Theys Construction Company	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Scott Shedek (MP)
FUNDING:	Revenue Bonds	PROJECT COST:	\$0.00

SCOPE: Landside Terminal (LST) and Airside Terminal (AST) airline tenant planning, design and construction build out of approximately 33,619 SF programmed areas delineated as:

- LST Level 1 Administration
- LST Level 2 ATO (Airline Ticket Office) Breakroom
- LST Level 6 BSO (Baggage Service Office)
- AST Ramp Level 1 GO (Ground Operations)
- AST Ramp Level 1 GO (Ground Operations) Breakroom
- AST Ramp Level 1 Crew Base and Airfield Operations/Admin
- AST Ramp Level 1 Tech Ops Materials
- AST Ramp Level 1 OPS (Operations)
- AST Transfer Level 2 (Customer Service) Area

Work includes planning coordination with the airline tenant, (JetBlue), for final tenant space configurations, interior design, coordination with STC-P1 construction documents, production of architectural and engineering construction documents, cost estimating and building permitting. Included but not limited to, is the addition of interior partition walls and glazed panels, sound partitions, hardened partitions, adjustments to door openings , application of interior finishes (floors, walls and ceilings) to both interior and exterior facing base building shell space, interior millwork and extension of all building systems (mechanical, electrical, plumbing, fire protection, security, communication, alarm systems).

STATUS: This project is in the permitting phase.

					NOTICE TO PROCEED: 02/15/21		
CONSTRUCTION COST:					TIME(DAYS)	COMPLETION	
Original Contract		\$10,866,385.00			326	01/06/22	
Thru Change Order #	3	\$0.00	0.0%		-6		
Current Contract		\$10,866,385.00			320	12/31/21	
Paid To Date Thru PA #	4	\$581,699.66	5.4%		Time: 46.3%		

**ANTICIPATED
COMPLETION:
On Schedule**

PROJECTS IN CONSTRUCTION

BP-S00183-MCO STC-BUILDOUT OF TENANT SPACES, ASC L1, WEST CONCOURSE (D/B)

CONTRACTOR:	Collage Design and Construction Group, Inc. dba The Collage Companies	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Scott Shedek (MP)
FUNDING:	Revenue Bonds	PROJECT COST:	\$3,025,545.00

SCOPE: Airside Terminal (AST) tenant planning, design and construction build out of approximately 10,894 SF programmed areas delineated as:

- Ramp Operations Offices
- GOAA Contractor/Vendor spaces
- Support spaces (Janitor, Shared Tenant IDF)

Work includes planning coordination with GOAA for final tenant space configurations, interior design, coordination with STC-P1 construction documents, production of architectural and engineering construction documents, cost estimating and building permitting. Included but not limited to, is the addition of interior partition walls, addition and/or adjustments to door openings, application of interior finishes (floors, walls and ceilings) to both interior and exterior facing base building shell space and extension of all building systems (mechanical, electrical, plumbing, fire protection, security, communication, alarm systems).

STATUS: This project is in permitting phase.

NOTICE TO PROCEED: 02/23/21

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$2,836,718.00		326	01/14/22
Thru Change Order #	2	\$0.00	0.0%	-14	
Current Contract		\$2,836,718.00		312	12/31/21
Paid To Date Thru PA #	3	\$204,669.01	7.2%	Time: 45.2%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00184-MCO STC-BUILDOUT OF TENANT SPACES, LST L1 (D/B)

CONTRACTOR:	Gomez Construction Company	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Scott Shedek (MP)
FUNDING:	Revenue Bonds	PROJECT COST:	\$4,045,635.00

SCOPE:

Landside Terminal (LST) tenant planning, design and construction build out of approximately 16,282 SF programmed areas delineated as:

- Building Employee Amenities, • Airline Ticket Offices (ATO) • Janitorial Administration area, • Security offices, • GOAA Support spaces, • Caged/fenced storage area, • GOAA Terminal Lost and Found, • GOAA Press/conference room, • Security suit, • GOAA Contractor offices, • GOAA Customer Experience offices, • Janitorial Storage area

Work includes planning coordination with GOAA for final tenant space configurations, interior design, coordination with STC-P1 construction documents, production of architectural and engineering construction documents, cost estimating and building permitting. Included but not limited to, the addition of interior partition walls, wire mesh partitions, addition and/or adjustments to door openings , application of interior finishes (floors, walls and ceilings) to both interior and exterior facing base building shell space and extension of all building systems (mechanical, electrical, plumbing, fire protection, security, communication, alarm systems).

STATUS: This project is in start-up with subcontracts being issued. Construction expected to begin early August 2021.

NOTICE TO PROCEED: 03/01/21

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$3,773,511.00	326
Thru Change Order # 2	\$0.00	0.0%
Current Contract	\$3,773,511.00	-20
Paid To Date Thru PA # 1	\$189,590.75	306
	5.0%	12/31/21
	Time: 17.3%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00185-MCO STC-BUILDOUT OF TENANT SPACES, LST L2 – L7 AND GTF (D/B)

CONTRACTOR:	H. W. Davis Construction, Inc.	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Scott Shedek (MP)
FUNDING:	Revenue Bonds	PROJECT COST:	\$3,909,284.00

SCOPE: Landside Terminal (LST) and Ground Transportation Facility (GTF) tenant planning, design and construction build out of tenant build out of approximately 13,848 SF programmed areas to include but not be limited to: • LST Level 2 Baggage Valet Cart Storage areas, • LST Levels 2 & 4 GOAA Support, • LST Level 2 Airline Ticket Offices (ATO), • LST Levels 2, 4 & 7 GOAA Support, • LST Level 6 Baggage Storage Office, • GOAA Support spaces (LST and GTF)
Work includes planning coordination with GOAA for final tenant space configurations, interior design, coordination with STC-P1 construction documents, production of architectural and engineering construction documents, cost estimating and building permitting. Included but not limited to is the addition of interior partition walls, addition of interior wall protections, addition and/or adjustments to door openings, interior millwork, application of interior finishes (floors, walls and ceilings) to both interior and exterior facing base building shell space and extension of all building systems (mechanical, electrical, minimal plumbing, fire protection, security, communication, alarm systems).

STATUS: Project is in permitting phase.

CONSTRUCTION COST:				NOTICE TO PROCEED: 03/01/21	
				TIME(DAYS)	COMPLETION
Original Contract		\$3,675,474.00		326	01/20/22
Thru Change Order #	2	\$0.00	0.0%	<u>-20</u>	
Current Contract		\$3,675,474.00		306	12/31/21
Paid To Date Thru PA #	4	\$283,071.00	7.7%	Time: 48.7%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00186-MCO STC-BUILDOUT OF TENANT SPACES ASC L1 HUB & NS CONCOURSES (D/B)

CONTRACTOR:	T & G Corporation dba T&G Constructors	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Scott Shedek (MP)
FUNDING:	2019A BONDS - AMT AL RELOC, Revenue Bonds	PROJECT COST:	\$2,709,793.00

SCOPE: Airside Terminal (AST) tenant planning, design and construction build out Tenant build out of approximately 19,081 SF of programmed areas, to include but not be limited to:

- Unassigned Offices
- Airline Service Provider spaces
- GOAA Contractor/Vendor spaces
- Support spaces (Janitor, Shared Tenant IDF)
- Caged storage/commissary areas
- Waste Recycling Center

Work includes planning coordination with GOAA for final tenant space configurations, interior design, coordination with STC-P1 construction documents, production of architectural and engineering construction documents, cost estimating and building permitting. Included but not limited to, the addition of interior partition walls, wire mesh partitions, addition and/or adjustments to door openings, application of interior finishes (floors, walls and ceilings) to both interior and exterior facing base building shell space and extension of all building systems (mechanical, electrical, minimal plumbing, fire protection, security, communication, alarm systems).

STATUS: This project permit is under review with the City of Orlando.

NOTICE TO PROCEED: 03/01/21

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$2,525,196.00	326
Thru Change Order #	2 \$0.00	0.0%
Current Contract	\$2,525,196.00	-20
Paid To Date Thru PA #	3 \$170,306.25	306
	6.7%	Time: 36.9%

**ANTICIPATED
COMPLETION:
On Schedule**

PROJECTS IN CONSTRUCTION

BP-S00187-MCO STC-BUILDOUT OF TENANT SPACES, LST L2 POST SSCP AND ASC L2 - L4 (D/B)

CONTRACTOR:	R. L. Burns, Inc.	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Scott Shedek (MP)
FUNDING:	Revenue Bonds	PROJECT COST:	\$2,120,210.00

SCOPE: Landside Terminal (LST) and Airside Terminal (AST) airline tenant planning, design and construction of approximately 10,511 SF programmed areas to include but not be limited to:

- Post Security Screening Check Point (SSCP) Airline offices
- GOAA Press/Conference room
- Wheelchair storage
- GOAA Support and Storage spaces
- Employee briefing spaces

Work includes planning coordination with GOAA for final tenant space configurations, interior design, coordination with STC-P1 construction documents, production of architectural and engineering construction documents, cost estimating and building permitting. Included but not limited to, the addition of interior partition walls, addition and/or adjustments to door openings, interior millwork, application of interior finishes (floors, walls and ceilings) to both interior and exterior facing base building shell space and extension of all building systems (mechanical, electrical, minimal plumbing, fire protection, security, communication, alarm systems).

STATUS: This project is in the design phase. Pricing is under review.

NOTICE TO PROCEED: 03/01/21

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$1,971,588.35		326	01/20/22
Thru Change Order #	2	\$0.00	0.0%	<u>-20</u>	
Current Contract		\$1,971,588.35		306	12/31/21
Paid To Date Thru PA #	4	\$128,481.80	6.5%	Time: 45.8%	

**ANTICIPATED
COMPLETION:
On Schedule**

PROJECTS IN CONSTRUCTION

BP-S00188-MCO S TERM C, Ph 1 - PBB AND AFFILIATED EQUIPMENT INSTALLATION

CONTRACTOR:	JSM & Associates, LLC	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Davin Ruohomaki
FUNDING:	GARBS (General Account Revenue Bonds),PFCs (Passenger Facility Charges)	PROJECT COST:	\$2,250,000.00

SCOPE: Installation of twenty-two (22) PBBs and affiliated equipment for use at the South Terminal C Phase 1, currently under construction at the Orlando International Airport. “Affiliated equipment” shall include, at a minimum, Air Handler Units, Ground Power Units, Potable Water Cabinets, and PBB Belt Loaders.

STATUS: Airfield paving is in-progress. Installation of passenger boarding bridges will continue through December 2021.

NOTICE TO PROCEED: 04/14/21

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$1,944,769.00	220 11/19/21
Thru Change Order # 0	\$0.00 0.0%	0
Current Contract	\$1,944,769.00	220 11/19/21
Paid To Date Thru PA # 2	\$296,751.80 15.3%	Time: 39.1%

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

BP-S00192-MCO S TERM C, PH 1 – LSC ROADWAY OVERHEAD SIGNAGE (GMP#5-S.7)

CONTRACTOR:	Turner-Kiewit Joint Venture	GOAA CONTACTS:	
A/E:	HNTB Corporation	Sponsor:	Engineering & Construction
OAR:	Geotech Consultants International, Inc. dba GCI, Inc.	Construction:	Davin Ruohomaki
FUNDING:	,FDOT	PROJECT COST:	\$3,066,530.00

SCOPE: The STC-P1 Landside Overhead Roadway Signage will provide traffic signs, supporting utilities, and structural elements for roadways serving the Landside Terminal, Airside Terminal, Parking Garage, and the South APM Complex at the Orlando International Airport. This scope includes, but is not limited to, structure, signage, electrical, low voltage, and associated civil work.

STATUS: This project is in procurement / submittal phase.

NOTICE TO PROCEED: 04/02/21

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$3,066,530.00	333 02/28/22
Thru Change Order # 0	\$0.00 0.0%	0
Current Contract	\$3,066,530.00	333 02/28/22
Paid To Date Thru PA # 3	\$426,232.42 13.9%	Time: 29.4%

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

E-S00009-MCO RUNWAY 17L FAA ALSF-2 MODIFICATIONS

CONTRACTOR:	H. L. Pruitt Corporation	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Planning, Engineering, & Construction
OAR:	A2 Group, Inc.	Construction:	Davin Ruohomaki
FUNDING:	Direct funding from Virgin Trains US (fka Brightline/AAF)	PROJECT COST:	\$1,848,497.89

SCOPE: The project consists of modifying the Approach Lighting System with Sequence Flashing Lights (ALSF-2) at Runway 17L to accommodate the Virgin Trains rail easement by adjusting the light fixture heights and light lane slope as well as shifting Stations 15 and 16 at the Orlando International Airport. The project includes approximately 15,000 LF wire and cabling, grounding, replacement of duct between Stations 15 and Station 16 and removal and replacement of all lighting masts from Station 3 through Station 24. Construction will be according to the project plans documents, the GOAA continuing contract, and the project specific technical specifications. All work must be built to current FAA requirements and be accepted by FAA who will provide a Resident Engineer for the project. The Contractor will coordinate the flight check with FAA and make any required adjustments to the system to satisfy FAA. The Contractor will provide the MOT requirements for Cargo Road and for SR 528 and all measures required to keep the airfield free from debris including but not limited to low profile barricades, operational lights, and sweeping of all work areas and haul routes. All runway work within the Runway Safety Area will be completed during the 45 days that Runway 17L-35R will be closed. Any additional work in the safety area after the closure will have to be coordinated with GOAA Airfield Operations during routine maintenance closures or nighttime closures.

STATUS: Work on this project will restart in January 2022, being rescheduled to coincide with planned runway closure.

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$768,000.00		180	12/06/19
Thru Change Order #	1	\$629,572.00	82.0%	<u>551</u>	
Current Contract		\$1,397,572.00		731	06/09/21
Paid To Date Thru PA #	1	\$220,177.98	15.8%	Time: 63.6%	ANTICIPATED COMPLETION: 2/28/2022

PROJECTS IN CONSTRUCTION

G-00035-MCO CFX ROADWAY OVERHEAD SIGN PANELS

CONTRACTOR:	AC Signs, LLC	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Planning & Development
OAR:	Kind Strategies Group LLC	Construction:	Brad Friel
FUNDING:	Cap. Ex. (Capital Expenditure Fund)	PROJECT COST:	\$50,215.00

SCOPE: Fabricate and deliver three (3) overhead roadway sign panels at the Orlando International Airport. Installation by others.

STATUS: Awaiting CFX sign structure installation.

NOTICE TO PROCEED: 11/11/20

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$43,665.00		120	03/10/21
Thru Change Order #	0	\$0.00	0.0%	<u>0</u>	
Current Contract		\$43,665.00		120	03/10/21
Paid To Date Thru PA #	1	\$41,481.74	95.0%	Time: 173.3%	

**ANTICIPATED
COMPLETION:
09/15/2021**

PROJECTS IN CONSTRUCTION

H-00299-MCO AOA SECURITY FENCE UPGRADE

CONTRACTOR: Florida Door Control of Orlando, Inc.
A/E: NONE
OAR: PSA Management Inc.
FUNDING: Cap. Ex. (Capital Expenditure Fund)

GOAA CONTACTS:
 Sponsor: Security
Construction: Gordon Clark
PROJECT COST: \$0.00

SCOPE: Replacement of approximately 10,000 lineal feet of existing 6' high chain link fencing that is at the end of its useful life and does not meet current height standards with new 8' chain link fencing. The Secure Area chain link fence is at various locations around the perimeter of the Secured Area at the Orlando International Airport. Additionally, this project includes upgrading 6' vehicular access gates to 8' vehicular access gates.

STATUS: Procurement of 8' vehicular access gates and completion of perimeter fencing installation is ongoing.

NOTICE TO PROCEED: 03/06/18

CONSTRUCTION COST:

Original Contract		\$500,000.00	
Thru Change Order #	3	\$906,808.46	181.4%
Current Contract		\$1,406,808.46	
Paid To Date Thru PA #	16	\$950,000.00	67.5%

TIME(DAYS)

120
<u>0</u>
120
Time: 770.0%

COMPLETION

07/03/18
07/03/18

**ANTICIPATED
COMPLETION:
12/31/2021**

PROJECTS IN CONSTRUCTION

H-00337-MCO MCO AIRCRAFT PARKING APRON REHABILITATION - PHASE 1 (AIRSIDE 1)

CONTRACTOR: Gibbs & Register, Inc.	GOAA CONTACTS:
A/E: AECOM Technical Services, Inc.	Sponsor: Maintenance
OAR: A2 Group, Inc.	Construction: Tuan Nguyen (Const)
FUNDING: Cap. Ex. (Capital Expenditure Fund),FDOT,Aviation Authority Funds	PROJECT COST: \$995,000.00

SCOPE: Rehabilitate cracked concrete slabs, joints, related materials, and associated infrastructure on the Airside 1 Aircraft Parking Apron

STATUS: Project in submittal phase. Construction scheduled to start mid-August 2021.

NOTICE TO PROCEED: 07/14/21

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$805,570.00	90 10/11/21
Thru Change Order # 0	\$0.00 0.0%	0
Current Contract	\$805,570.00	90 10/11/21
Paid To Date Thru PA # 0	\$0.00 0.0%	Time: 0.00%

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

H-00340-MCO RSF TO CRDC FENCE INSTALLATION

CONTRACTOR:	Carr & Collier Inc.	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Security
OAR:	PSA Management Inc.	Construction:	Michael Karamarkovich
FUNDING:	Cap. Ex. (Capital Expenditure Fund)	PROJECT COST:	\$232,150.00

SCOPE: Install fencing, associated gates with hardware, and other associated materials within and around the former Remote Sorting Facility (RSF) building required to prepare the facility to be utilized as a Central Receiving and Distribution Center (CRDC) at the Orlando International Airport.

STATUS: Project has achieved substantial completion.

NOTICE TO PROCEED: 03/23/21

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$232,150.00	120 07/20/21
Thru Change Order # 0	\$0.00 0.0%	0
Current Contract	\$232,150.00	120 07/20/21
Paid To Date Thru PA # 3	\$210,635.90 90.7%	Time: 110.8%

**ANTICIPATED
COMPLETION:
Subst.Compl.**

PROJECTS IN CONSTRUCTION

H-S00024-MCO JEFF FUQUA BLVD OVER APM, BRIGHTLINE, AND FUTURE RAIL REPAIRS

CONTRACTOR: Prime Construction Group, Inc.

A/E: NONE

OAR: A2 Group, Inc.

FUNDING: Discr . (Discretionary Fund),

GOAA CONTACTS:

Sponsor: Engineering & Construction

Construction: Scott Shedek (MP)

PROJECT COST: \$0.00

SCOPE: Furnish and install revised drainage details and rework existing gutters and scuppers at the Orlando International Airport.

STATUS: North section of project is complete. South section work expected to commence in late August.

NOTICE TO PROCEED: 04/19/21

CONSTRUCTION COST:

				TIME(DAYS)	COMPLETION	
Original Contract		\$136,830.00		45	06/02/21	
Thru Change Order #	1	\$246,585.00	180.2%	<u>0</u>		
Current Contract		\$383,415.00		45	06/02/21	
Paid To Date Thru PA #	0	\$0.00	0.0%	Time: 0.00%		

**ANTICIPATED
COMPLETION:
09/01/2021**

PROJECTS IN CONSTRUCTION

L-00049-MCO BACKBONE FIBER INFRASTRUCTURE TO TENANT LOCATIONS (OBTS)

CONTRACTOR:	Orlando Business Telephone Systems, Inc.	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Information Technology
OAR:	NONE	Construction:	Paul Haust
FUNDING:	Cap. Ex. (Capital Expenditure Fund)	PROJECT COST:	\$115,445.00

SCOPE: Orlando Business Telephone Systems to provide backbone fiber infrastructure through new or existing pathways to tenant locations at the Orlando International Airport, on an on-call basis, ex. Jet Blue & Enterprise RAC. All strands will be tested and test results will be submitted to GOAA IT Department.

STATUS: Installation of backbone fiber infrastructure to tenant locations continues on an as-needed basis.

NOTICE TO PROCEED: 01/15/20

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	242	09/12/20
Thru Change Order # 1	380	
Current Contract	622	09/27/21
Paid To Date Thru PA # 2	Time: 64.0%	

\$115,445.00

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

L-00052-MCO ON-CALL LOW VOLTAGE SERVICES (FY21-PRECISION)

CONTRACTOR:	Precision Contracting Services, Inc.	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Information Technology
OAR:	NONE	Construction:	Paul Haust
FUNDING:	O&M (Operations & Maintenance Fund)	PROJECT COST:	\$25,000.00

SCOPE: This project will provide low voltage cabling installation and repair services for all Aviation Authority facilities located at Orlando International Airport on an on-call basis.

STATUS: Project is in on-call status.

NOTICE TO PROCEED: 10/01/20

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$25,000.00		365	09/30/21
Thru Change Order #	0	\$0.00	0.0%	<u>0</u>	
Current Contract		\$25,000.00		365	09/30/21
Paid To Date Thru PA #	0	\$0.00	0.0%	Time: 0.00%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

L-00053-MCO ON-CALL LOW VOLTAGE SERVICES (FY21-CNET)

CONTRACTOR:	Certified Network Professionals, Inc.	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Information Technology
OAR:	NONE	Construction:	Paul Haust
FUNDING:	O&M (Operations & Maintenance Fund)	PROJECT COST:	\$25,000.00

SCOPE: This project will provide low voltage cabling installation and repair services for all Aviation Authority facilities located at Orlando International Airport on an on-call basis.

STATUS: Project is in on-call status.

NOTICE TO PROCEED: 11/04/20

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$25,000.00		331	09/30/21
Thru Change Order #	0	\$0.00	0.0%	0	
Current Contract		\$25,000.00		331	09/30/21
Paid To Date Thru PA #	1	\$975.00	3.9%	Time: 49.2%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

L-00054-MCO ON-CALL LOW VOLTAGE SERVICES (FY21-ARCHIS)

CONTRACTOR:	Archis Inc. d/b/a Archis Technologies	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Information Technology
OAR:	NONE	Construction:	Paul Haust
FUNDING:	O&M (Operations & Maintenance Fund)	PROJECT COST:	\$75,000.00

SCOPE: This project will provide low voltage cabling installation and repair services for all Aviation Authority facilities located at Orlando International Airport on an on-call basis.

STATUS: Project is in on-call status.

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$75,000.00		365	09/30/21
Thru Change Order #	0	\$0.00	0.0%	<u>0</u>	
Current Contract		\$75,000.00		365	09/30/21
Paid To Date Thru PA #	0	\$0.00	0.0%	Time: 0.00%	

**ANTICIPATED
COMPLETION:
On Schedule**

PROJECTS IN CONSTRUCTION

L-00055-MCO ON-CALL LOW VOLTAGE SERVICES (FY21-QCC)

CONTRACTOR:	Quality Cable Contractors, Inc.	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Information Technology
OAR:	NONE	Construction:	Paul Haust
FUNDING:	O&M (Operations & Maintenance Fund)	PROJECT COST:	\$300,000.00

SCOPE: This project will provide low voltage cabling installation and repair services for all Aviation Authority facilities located at Orlando International Airport on an on-call basis.

STATUS: Project is in on-call status.

				NOTICE TO PROCEED: 10/01/20	
CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$300,000.00		365	09/30/21
Thru Change Order #	0	\$0.00	0.0%	<u>0</u>	
Current Contract		\$300,000.00		365	09/30/21
Paid To Date Thru PA #	2	\$13,389.43	4.5%	Time: 63.3%	

**ANTICIPATED
COMPLETION:
On Schedule**

PROJECTS IN CONSTRUCTION

L-00056-MCO ON-CALL LOW VOLTAGE SERVICES (FY21-ORION)

CONTRACTOR:	Orion Management Services, LLC	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Information Technology
OAR:	NONE	Construction:	Paul Haust
FUNDING:	O&M (Operations & Maintenance Fund)	PROJECT COST:	\$300,000.00

SCOPE: This project will provide low voltage cabling installation and repair services for all Aviation Authority facilities located at Orlando International Airport on an on-call basis.

STATUS: Project is in on-call status.

NOTICE TO PROCEED: 10/01/20

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$300,000.00		365	09/30/21
Thru Change Order #	0	\$0.00	0.0%	<u>0</u>	
Current Contract		\$300,000.00		365	09/30/21
Paid To Date Thru PA #	7	\$97,419.50	32.5%	Time: 80.8%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

L-00057-MCO ON-CALL LOW VOLTAGE SERVICES (FY21-OBTS)

CONTRACTOR:	Orlando Business Telephone Systems, Inc.	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Information Technology
OAR:	NONE	Construction:	Paul Haust
FUNDING:	O&M (Operations & Maintenance Fund)	PROJECT COST:	\$300,000.00

SCOPE: This project will provide low voltage cabling installation and repair services for all Aviation Authority facilities located at Orlando International Airport on an on-call basis.

STATUS: Project is in on-call status.

NOTICE TO PROCEED: 10/01/20

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$300,000.00	365
Thru Change Order # 0	\$0.00	0
Current Contract	\$300,000.00	365
Paid To Date Thru PA # 9	\$135,855.69	45.3%
	Time: 80.8%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

L-00058-MCO ON-CALL LOW VOLTAGE SERVICES (FY21-ACCI)

CONTRACTOR:	Advanced Cable Connection, Inc.	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Information Technology
OAR:	NONE	Construction:	Paul Haust
FUNDING:	O&M (Operations & Maintenance Fund)	PROJECT COST:	\$25,000.00

SCOPE: This project will provide low voltage cabling installation and repair services for all Aviation Authority facilities located at Orlando International Airport on an on-call basis.

STATUS: Project is in on-call status.

NOTICE TO PROCEED: 10/01/20

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$25,000.00	365
Thru Change Order # 0	\$0.00	0
Current Contract	\$25,000.00	365
Paid To Date Thru PA # 1	\$6,953.70	Time: 69.0%

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

L-00059-MCO GATEKEEPER QUARTERLY MAINTENANCE AND ON-CALL SUPPORT SERVICES

CONTRACTOR:	Orlando Business Telephone Systems, Inc.	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Security
OAR:	NONE	Construction:	Paul Haust
FUNDING:	O&M (Operations & Maintenance Fund)	PROJECT COST:	\$8,000.00

SCOPE:

Job Description for Gatekeeper Project at the Orlando International Airport: (Parts 1 & 2)
 1) Quarterly cleaning and checking of equipment. This will take 2 men 16 to 24 hours of work every quarter – appx. 96 hours yearly for a Lead Cable Technician
 2) OBTS will take all repair calls on the Gateway system - OBTS will try to help them and fix it over the phone – if we are not able to do that then we would have to send a man out there.
 Tier 1 - Over the phone, there will be Service Desk Rep helping them first, then the Network Technician if we go out to site. The Network tech will be the one to go (this will all be T & M)

STATUS: This project is for Gatekeeper Quarterly Maintenance and On-Call Support Services.

NOTICE TO PROCEED: 02/02/21

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$8,000.00	211 08/31/21
Thru Change Order # 0	\$0.00 0.0%	<u>0</u>
Current Contract	\$8,000.00	211 08/31/21
Paid To Date Thru PA # 0	\$0.00 0.0%	Time: 0.00%

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

L-00060-MCO RSF TO CRDC CAMERA AND ACS CONVERSION

CONTRACTOR: Orion Management Services, LLC
A/E: NONE
OAR: PSA Management Inc.
FUNDING: Cap. Ex. (Capital Expenditure Fund)

GOAA CONTACTS:
 Sponsor: Security
Construction: Brian Gilliam
PROJECT COST: \$300,000.00

SCOPE: Modify existing and install new closed circuit cameras, access control system, and related infrastructure and programming to the former rapid sort facility (RSF). Services include, but are not limited to, furnishing, installing, and programming all related components associated with upgrading the existing security and access control systems to meet the GOAA Security requirements at the former RSF building at the Orlando International Airport.

STATUS: Project is in-progress.

NOTICE TO PROCEED: 03/23/21

CONSTRUCTION COST:

Original Contract		\$96,356.68	
Thru Change Order #	0	\$0.00	0.0%
Current Contract		\$96,356.68	
Paid To Date Thru PA #	2	\$27,084.50	28.1%

TIME(DAYS)

COMPLETION

120	07/20/21
<u>0</u>	
120	07/20/21
Time: 100.0%	

ANTICIPATED COMPLETION: 08/27/21

PROJECTS IN CONSTRUCTION

L-S00005-MCO ON-CALL LOW VOLTAGE SERVICES SAPM/ITF (FY21-ORION)

CONTRACTOR:	Orion Management Services, LLC	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Information Technology
OAR:	NONE	Construction:	Paul Haust
FUNDING:	O&M (Operations & Maintenance Fund)	PROJECT COST:	\$25,000.00

SCOPE: This project will provide low voltage cabling installation and repair services for all Aviation Authority facilities located at Orlando International Airport South APM ITF Building on an on-call basis.

STATUS: Project is in on-call status.

CONSTRUCTION COST:				NOTICE TO PROCEED: 10/01/20	COMPLETION
				TIME(DAYS)	
Original Contract	\$25,000.00			365	09/30/21
Thru Change Order #	0	\$0.00	0.0%	<u>0</u>	
Current Contract		\$25,000.00		365	09/30/21
Paid To Date Thru PA #	0	\$0.00	0.0%	Time: 0.00%	

**ANTICIPATED COMPLETION:
On Schedule**

PROJECTS IN CONSTRUCTION

L-S00006-MCO ON-CALL LOW VOLTAGE SERVICES SAPM/ITF (FY21-OBTS)

CONTRACTOR:	Orlando Business Telephone Systems, Inc.	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Information Technology
OAR:	NONE	Construction:	Paul Haust
FUNDING:	O&M (Operations & Maintenance Fund)	PROJECT COST:	\$25,000.00

SCOPE: This project will provide low voltage cabling installation and repair services for all Aviation Authority facilities located at Orlando International Airport SAPM/ITF Building on an on-call basis.

STATUS: Project is in on-call status.

CONSTRUCTION COST:				NOTICE TO PROCEED: 10/01/20	TIME(DAYS)	COMPLETION
Original Contract		\$25,000.00			365	09/30/21
Thru Change Order #	0	\$0.00	0.0%		<u>0</u>	
Current Contract		\$25,000.00			365	09/30/21
Paid To Date Thru PA #	0	\$0.00	0.0%		Time: 0.00%	

**ANTICIPATED
COMPLETION:
On Schedule**

PROJECTS IN CONSTRUCTION

L-S00007-MCO PASSIVE OPTICAL NETWORK (PON) INSTALLATION AND INTEGRATION SERVICES

CONTRACTOR:	Precision Contracting Services, Inc.	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Information Technology
OAR:	NONE	Construction:	Paul Haust
FUNDING:	GARBS (General Account Revenue Bonds)	PROJECT COST:	\$544,574.00

SCOPE: Furnish all necessary management, supervision, coordination, labor, equipment, materials, tools, programming, troubleshooting, supplies, plant, services, engineering, testing, commissioning, documentation, and/or any other acts or appurtenances required to effectively and fully perform the necessary scope and deliver a complete and fully operational owner-furnished Tellabs PON system into the South Terminal C at the Orlando International Airport.

STATUS: Installation and integrations services are in-progress.

NOTICE TO PROCEED: 03/22/21

CONSTRUCTION COST:				TIME(DAYS)	COMPLETION
Original Contract		\$544,574.00		406	05/01/22
Thru Change Order #	0	\$0.00	0.0%	<u>0</u>	
Current Contract		\$544,574.00		406	05/01/22
Paid To Date Thru PA #	0	\$0.00	0.0%	Time: 0.00%	

**ANTICIPATED
COMPLETION:
On Schedule**

PROJECTS IN CONSTRUCTION

R-00096-MCO MCO SKYLIGHT REPAIRS AT GREAT HALL

CONTRACTOR:	Advanced Roofing, Inc.	GOAA CONTACTS:	
A/E:	NONE	Sponsor:	Maintenance
OAR:	NONE	Construction:	Scott Shedek (MP)
FUNDING:	Cap. Ex. (Capital Expenditure Fund)	PROJECT COST:	\$220,000.00

SCOPE: Pressure bar/fastener treatment; wet seal (i.e., glass to metal window mullion); vertical control joints at parapet wall; rake-slanted coating caulking at skylight to parapet; "Y" connections at parapet walls; and, gutter coating/treatment (6 gutter locations), at the West Checkpoint in the Great Hall at the Orlando International Airport.

STATUS: Original contract work has been completed. Pricing for additional sealant work due to leak investigation is under review.

NOTICE TO PROCEED: 03/09/20

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	90	06/06/20
Thru Change Order # 1	0	
Current Contract	90	06/06/20
Paid To Date Thru PA # 4	Time: 283.3%	

\$217,538.00

ANTICIPATED COMPLETION: 08/15/2021

PROJECTS IN CONSTRUCTION

R-00098-MCO 2021-2022 EMERGENCY ROOF REPAIRS AND WATERPROOFING MAINTENANCE

CONTRACTOR: P&A Roofing and Sheet Metal, Inc.
A/E: NONE
OAR: NONE
FUNDING: Cap. Ex. (Capital Expenditure Fund)

GOAA CONTACTS:
 Sponsor: Maintenance
Construction: Philip Ciavarelli
PROJECT COST: \$200,000.00

SCOPE: Provide emergency response for GOAA building envelope repairs and waterproofing at the Orlando International Airport, and perform scheduled maintenance as directed by the Aviation Authority.

STATUS: This project is for on-call maintenance roofing services.

NOTICE TO PROCEED: 04/27/21

CONSTRUCTION COST:

Original Contract		\$200,000.00	
Thru Change Order #	0	\$0.00	0.0%
Current Contract		\$200,000.00	
Paid To Date Thru PA #	0	\$0.00	0.0%

TIME(DAYS)

COMPLETION

522	09/30/22
<u>0</u>	
522	09/30/22
Time: 0.00%	

ANTICIPATED COMPLETION: On Schedule

PROJECTS IN CONSTRUCTION

V-00931-MCO HYATT FCU PANEL RELOCATIONS ON 8TH AND 9TH FLOORS

CONTRACTOR: Gomez Construction Company A/E: SGM Engineering, Inc. OAR: AECOM Technical Services, Inc. FUNDING: Cap. Ex. (Capital Expenditure Fund)	GOAA CONTACTS: Sponsor: Hyatt Regency Hotel Construction: Arlene Grant PROJECT COST: \$0.00
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SCOPE: The Project consists of providing labor and miscellaneous materials, procurement of permits, supervision necessary to move 12 previously installed Fan Coil Units (FCU), adjust locations of 4 FCU's, 30 Access Panels to FCUs, and/or 30 ceiling mounted Can Light Fixtures as needed on the 8th and 9th Floors at the Hyatt Regency Hotel in the Orlando International Airport. The scope also includes provide and install one new FCU in Room 1050. See Section 4 for Summary of Work and additional information. Contractor shall protect adjoining areas from damage and will remove all debris from the Project site on a daily basis.

STATUS: Project is currently on hold due to COVID-19 impacts.

NOTICE TO PROCEED: 02/11/20

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$248,761.09	98
Thru Change Order # 0	\$0.00	0
Current Contract	\$248,761.09	98
Paid To Date Thru PA # 2	\$201,129.00	80.9%
	Time: 344.9%	

ANTICIPATED COMPLETION: On Hold

PROJECTS IN CONSTRUCTION

V-00966-MCO WEST CHECKPOINT PASSENGER QUEUE FLOOR REPAIRS

CONTRACTOR: H. W. Davis Construction, Inc.
A/E: NONE
OAR: NONE
FUNDING: Cap. Ex. (Capital Expenditure Fund)

GOAA CONTACTS:
 Sponsor: Engineering & Construction
Construction: Scott Shedek (DR)
PROJECT COST: \$25,000.00

SCOPE: Repairs to existing flooring in the passenger queue area at the Orlando International Airport. Work consists of replacement of damaged LVT flooring and installation of mechanically fastened stanchion plates to provide a secure stanchion attachment.

STATUS: Contractor is performing field repairs to existing stanchions due to material delays.

NOTICE TO PROCEED: 06/15/21

CONSTRUCTION COST:	TIME(DAYS)	COMPLETION
Original Contract	\$17,590.00	45
Thru Change Order # 0	\$0.00	0
Current Contract	\$17,590.00	45
Paid To Date Thru PA # 0	\$0.00	0.00%

Time: 0.00%

**ANTICIPATED
COMPLETION:
On Schedule**