

**GREATER ORLANDO AVIATION AUTHORITY**  
**AGENDA REVISED**

DATE: WEDNESDAY, DECEMBER 13, 2023

TIME: 2:00 P.M.

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

*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.*

**I. CALL TO ORDER**

**II. INVOCATION**

**III. PLEDGE OF ALLEGIANCE**

**IV. ROLL CALL**

**V. CONSIDERATION OF AVIATION AUTHORITY MINUTES FOR SEPTEMBER 27 AND OCTOBER 18, 2023**

**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 \$1,000,000 dollars)

- A. Recommendation to Accept Aviation Authority Committee Minutes
- B. Recommendation to Dispose of Surplus Property
- C. Recommendation to approve the Non-Federal Reimbursable Agreement for the Airport Surveillance Radar Relocation Siting Study between the Greater Orlando Aviation Authority and the Department of Transportation Federal Aviation Administration
- D. Recommendation of the Procurement Committee to Approve Multiple Addenda to the General Consulting Services Agreement with Ricondo & Associates, Inc. at the Orlando International Airport (MCO)
- E. Recommendation of the Construction Committee to Approve an Addendum to the Continuing Vertical Construction Services Agreement with H.A. Contracting Corporation for the Award of Project V-00982, MCO Campus Key and Lock Replacement, at the Orlando International Airport (MCO)
- F. Recommendation of the Construction Committee to Approve an Amendment to Addendum No. 7 to the Continuing Program and Project Management Services Agreement with PSA Constructors, Inc. dba PSA Management, Inc. for Construction Phase Owner's Authorized Representative (OAR) Services for Project V-00982, MCO Campus Key and Lock Replacement, at the Orlando International Airport (MCO)
- G. Recommendation of the Construction Committee to Approve Change Order(s) to Various Contracts
- H. Recommendation of the Procurement Committee to Approve Multiple Addenda to the Continuing Environmental Consulting Services Agreement with Vanasse Hangen Brustlin, Inc. at the Orlando International Airport (MCO), Orlando Executive Airport (ORL) and other facilities operated by the Aviation Authority
- I. Recommendation of the Procurement Committee to Rank Firms Shortlisted for Continuing Environmental Engineering Consulting Services at the Orlando International Airport, Orlando Executive Airport and Other Facilities operated by the Aviation Authority
- J. Recommendation to Approve First Amendment to Foreign-Trade Subzone Operations Agreement for Mitsubishi Power Americas, Inc.
- K. Recommendation to Accept Corrections and Updates for Procurement Policies 450.01, 450.02, 450.03 and 450.04
- L. Recommendation for Approval of Airport Concession Disadvantaged Business Enterprise (ACDBE) Goal and Methodology for Non-Car Rental and Car Rental Concessions for the Three-Year period beginning October 1, 2023, through September 30, 2026 for the Greater Orlando Aviation Authority

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.

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**AGENDA FOR ITS DECEMBER 13, 2023 MEETING**  
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**VII. CONSENT AGENDA Cont'd**

- M. Recommendation of the Retirement Benefits Committee to Terminate Frontier Asset Management (Frontier) within the Defined Benefit Plan (DB Plan) Investment Portfolio. In Addition, the Mid Cap Allocation will be Removed from the DB Plan Asset allocation in Favor of Additional Dollars Invested in US Core Fixed Income and US Small Cap Equities
- N. Recommendation to Authorize Funding for Bargaining Employees' Compensation Adjustment
- O. Recommendation to Approve Revisions to Organizational Policies: 120.81 Investment Policy for the Defined Benefit Retirement Plan and 120.083 Investment Policy for the Other Post-Employment Benefits Trust
- P. Recommendation to Approve Amendment No. 1 to Single Source Contract 23-126-SGS, Security Checkpoint Passenger Reservation System with Alclear, LLC
- Q. Recommendation of the Procurement Committee to Award Concierge Services Concession to Air General, Inc., Baggage Airline Guest Services, Inc., IW Group, LLC d/b/a Perq Soleil, SkySquad, Inc., and Trip Hospitality Orlando, LLC
- R. Recommendation to Ratify Appointment of an Auditor Selection Committee for Request for Proposals 24-106-RFP External Auditing Services
- S. Recommendation of the Finance Committee to Select Firms for 24-110-RFP Bond, Tax and Disclosure Counsel Services
- T. Recommendation of the Finance Committee to Extend Purchasing Agreement PS-608 Airport Consulting Services with LeighFisher, Inc. and Ricondo & Associates, Inc.

**VIII. PROCUREMENTS**

(Notification for release of documents for different services at the Aviation Authority in excess of \$500,000)

- A. Request for Proposals, 24-107-RFP Investment Advisory Services
- B. Request for Proposals, 24-113-RFP Banking Services
- C. Request for Proposals, Vehicle and Equipment Maintenance Services
- D. Invitation for Bid, 55" LCD Monitors
- E. Invitation for Bid, Fire Sprinkler Systems Maintenance Services

**IX. CHIEF EXECUTIVE OFFICER'S REPORT**

**X. NEW BUSINESS**

(Consistent with GOAA Policy 450.04, contracts in excess of \$1,000,000 are listed under this section as separate line items)

- A. Recommendation of the Construction Committee for Approval of Negotiated Terms and Rates for the 2023 Rolling Master Builders Risk insurance
- B. Recommendation of the Construction Committee to Approve an Addendum and Associated Amendments to the Professional Services Agreement for Construction Payment Application and Invoice Review; Financial Consulting for the Capital Improvement Program (CIP) and Capital Initiation Requests (CIR); and Audit and Advisory Services at Orlando International and Executive Airports with Carr, Riggs & Ingram, LLC
- C. Recommendation of the Construction Committee to Award Project H-00361, Jeff Fuqua Boulevard (Loop Road) Terminal B Entrance Reconfiguration (Design/Build) at the Orlando International Airport, to The Middlesex Corporation
- D. Recommendation of the Construction Committee to Approve an Addendum to the Continuing Low Voltage Construction Services Agreement with Quality Cable Contractors, Inc. for the Award of Project E-00281, Airside 4 Public Address (PA) System Upgrade, at the Orlando International Airport
- E. Recommendation to Award Invitation for Bid 23-387-IFB, Data Center HVAC Services to Innovative Support Systems, Inc.
- F. Recommendation of the Procurement Committee to Award Request for Proposals 23-533-RFP, Passenger Boarding Bridges and Related Equipment to JBT Aerotech Corporation
- G. Recommendation to Amend the Fiscal Year 2024 budget and Approve the Authorizing Resolution for the Redemption of Outstanding Series 2010A Bonds
- H. Recommendation of the Compensation Committee to Adopt Performance-based Goals and a Contract Amendment for the Chief Executive Officer for Fiscal Year 2024

**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 Release of RFP/RFB/RFQ/IFB
- B. Notification of Chief Executive Officer Approvals for December 2023 Board Meeting
- C. Construction Report

**NEXT SCHEDULED AVIATION AUTHORITY BOARD MEETING IS ON WEDNESDAY JANUARY 17, 2024**



## 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, Chair, Compensation Committee

DATE: December 13, 2023

### ITEM DESCRIPTION

Recommendation of the Compensation Committee to Adopt Performance-based Goals and a Contract Amendment for the Chief Executive Officer for Fiscal Year 2024

### BACKGROUND

The Chief Executive Officer's Employment Agreement includes a term that provides base compensation and performance-based compensation based on a percentage of base compensation. Adjustments to base compensation are reviewed annually and may be adjusted as determined by the Authority at its sole discretion based on the Chief Executive Officer's performance, economic conditions, or other factors as may be determined by the Authority. Performance-based compensation is also within the Aviation Authority Board's sole discretion, based upon an evaluation of the CEO's achievement or lack of achievement of goals set forth by the Board.

### ISSUES

The Compensation Committee (Committee) held meetings on August 14, September 27, October 18, November 10 and November 28 to discuss CEO compensation and FY24 goals.

The Committee discussed many options for CEO objectives which translate to short term needs and interim steps for long lead-time objectives for the entire organization. After thorough discussions among the Committee members and the CEO, the Committee aligned the FY24 goals with the recently adopted Strategic Plan. Therefore, each objective is tied, by category and goal number, to the Strategic Plan.

### PEOPLE

1. Develop and implement an organizational succession and leadership development plan to identify and retain top talent in leadership positions. (Goal 1/Goal 2)
2. Analyze and develop enhanced employee wellness/benefits while leveraging innovative solutions to improve overall employee wellbeing. (Goal 4)
3. Develop a Strategic Communications Plan to ensure enhanced communications with internal and external stakeholders to enhance overall sentiment of GOAA. (Goal 3)
4. Evaluate and implement an employee compensation program that reinforces the priority of retaining and recruiting the best talent. (Goal 1/Goal 2)
5. Begin implementation of an educational master plan, consistent with the overall MCO Master Plan update, which identifies locations for an onsite daycare facility for all airport employees, as well as a future location of an aviation-centric magnet career or technical program or high school. (Goal 4)

## **CONNECTION**

1. Initiate Master Plan Development for all assets (MCO/ORL), with focus on the development of sub-analyzes that support these plans (i.e., North Terminal Redevelopment, CONRAC, real estate best use, etc.). (Goal 2)
2. Recruit a leader to oversee GOAA cargo efforts and finalize the MCO Cargo Plan and initiate next stage implementation. (Goal 4)
3. Secure at least one new long-haul international carrier from Europe or Asia and two new international routes (outside of Canada). (Goal 2)
4. Successful adoption of a Rate and Revenue structure for implementation on or before October 1, 2024, that has broad support with airline partners. (Goal 1)
5. Gain legislative support and necessary governmental agency approvals to have Orlando International Airport designated as a U.S. Customs Port of Entry. (Goal 2)
6. Implement operational improvements that enhance customer experience, including:
  - a. Adding over 1,000 parking spaces
  - b. Implement a parking reservation system.
  - c. Begin deployment of a parking guidance system (Goal 3)

## **COMMUNITY**

1. Align ORL Real Estate assets with overall airport mission and community development opportunities that includes additional hangar space through either an additional Fixed Based Operator or marketing available space for hangar investment/development. (Goal 1)
2. Implement an improved approach to overall outreach programs for small business engagement that fosters the key objectives of GOAA to network, mentor and grow small businesses. (Goal 3)
3. Sponsor, promote, and initiate meetings of a Multi-Modal Connectivity Council consisting of leaders from UCF, local state colleges, regional industries, and local governments to discuss how MCO and ORL can contribute to the region's success and leverage the expertise of those stakeholders to develop, improve and innovate service at our airports. (Goal 4)
4. Further enhance the procurement processes to increase overall vendor participation, while expanding outreach opportunities through innovative techniques. (Goal 1)

## **INNOVATION**

1. Implement an aerospace innovation center on the MCO campus that incorporates evolving technologies including advanced air mobility. (Goal 1)
2. Redesign the MCO website and app to foster a seamless experience for all customers and guests. (Goal 2)
3. Execute at least one pilot program to customize an experience for one type of passenger group. (Goal 4)
4. Benchmark aviation/mobility best practices through active leadership engagement and follow-up evaluation for implementation. (Goal 3)

The Committee further discussed adjustments to the CEO compensation plan. During several meetings, the Committee discussed whether the CEO's possible performance-based compensation should be increased while mandating that only the most extraordinary performance would warrant earning the full performance-based compensation opportunity. Upon motion by Mr. Mateer and seconded by Chairman Good, the Committee proposed offering the CEO up to forty-percent (40%) performance-based compensation by an amendment to the CEO's contract. Further discussions to finalize any proposed recommendations to the performance-based compensation percentage will be held before the December Board meeting. On December 11, 2023, the Committee completed its discussion regarding the CEO performance-based compensation by voting unanimously to offer the CEO the opportunity to earn up to 30% performance-based compensation in FY2024, based upon review of the CEO's performance.

## **ALTERNATIVES**

The Board could consider amending these goals and proposed amendment.

**FISCAL IMPACT**

There is no immediate fiscal impact associated with the adoption of these recommendations.

**RECOMMENDED ACTION**

It is respectfully requested that the Aviation Authority Board resolve to adopt the aforementioned goals as the Chief Executive Officer's performance-based objectives for Fiscal Year 2024.