

GOAA DATE 8/17/2022
5.H
DOCUMENTARY # 101461

**ADDENDUM NO. 18
TO THE AGREEMENT DATED JANUARY 8, 2021
BETWEEN THE GREATER ORLANDO AVIATION AUTHORITY
AND RICONDO & ASSOCIATES, INC.**

Project: Strategic Planning Consultant Services, Orlando International Airport

THIS ADDENDUM is effective this 17th day of August, 2022, by and between the **GREATER ORLANDO AVIATION AUTHORITY** ("Authority"), and **RICONDO & ASSOCIATES, INC.** ("Consultant").

WITNESSETH:

WHEREAS, by Agreement dated January 8, 2021, Authority and Consultant entered into an agreement for Consultant to provide General Consulting services; and

WHEREAS, under the Agreement, Consultant agreed to perform such additional services for the Authority as are contained in any additional scope of work established by the Authority in any addendum to the Agreement and accepted in writing by the Consultant; and

WHEREAS, the Authority and the Consultant desire to enter into this Addendum to the Agreement to provide for additional services to be rendered by the Consultant under the terms of said Agreement.

NOW, THEREFORE, in consideration of the premises and the mutual covenants herein contained, the Authority and the Consultant do hereby agree as follows:

1. Consultant shall perform additional services in accordance with the terms of the Agreement and the attached Exhibit "A." Consultant shall be paid for such additional services according to the payment terms set forth in the Agreement.
2. Consultant shall be compensated for such additional services in the **LUMP SUM AND NOT TO EXCEED** amount of **SEVEN HUNDRED TEN THOUSAND FOUR HUNDRED TWENTY-TWO AND NO/100 DOLLARS (\$710,422.00)**, broken down as follows:

Professional Fees:	NTE:	\$0.00
Professional Fees:	LS:	\$685,122.00
Reimbursable Expenses:	NTE:	<u>\$25,300.00</u>
Total:		\$710,422.00

3. A. Consultant hereby certifies that it is not on the Scrutinized Companies that Boycott Israel List and is not engaged in a boycott of Israel, as defined in Florida Statutes § 287.135, as amended;

AND

B. (applicable to agreements that may be \$1,000,000 or more) - Consultant hereby certifies that it is: (1) not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List as defined in Florida Statutes § 287.135; and (2) not engaged in business operations in Cuba or Syria, as defined in Florida Statutes § 287.135, as amended.

4. Authority may terminate the Agreement for cause and without the opportunity to cure if the Consultant is found to have submitted a false certification or has been placed on the Scrutinized Companies that Boycott Israel List or is engaged in a boycott of Israel.

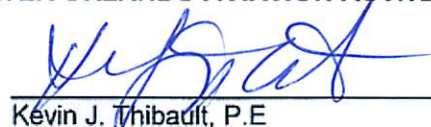
In the event the Agreement is for One Million Dollars (\$1,000,000.00) or more, Authority may terminate this Agreement for cause and without the opportunity to cure if the Consultant is found to have submitted a false certification or has been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List or is engaged in business operations in Cuba or Syria.

5. Except as expressly modified in this Addendum, the Agreement dated January 8, 2021 and all prior addenda will remain in full force and effect.

IN WITNESS WHEREOF, the parties hereto by their duly authorized representatives, have executed this Addendum on this 23 day of August, 2022.

GREATER ORLANDO AVIATION AUTHORITY


By:


Kevin J. Thibault, P.E.
Chief Executive Officer

Approved as to Form and Legality
(for the benefit of GOAA only)


this 23 day of Aug, 2022

By:


NELSON MULLINS BROAD AND
CASSEL, Legal Counsel
Greater Orlando Aviation Authority

RICONDO & ASSOCIATES, INC

By:


Signature (Duty Authorized Rep.)

PETE RICONDO
Printed Name

SENIOR VICE PRESIDENT
Title



Orlando International Airport
One Jeff Fuqua Boulevard
Orlando, Florida, 32827-4392
(407) 825-2001

Memorandum

To: Members of the Construction Committee

From: Brad Friel, Director of Planning & Development
(Prepared by Kevin Thompson)

Date: July 26, 2022

Re: Request for Recommendation of Approval of an Addendum to the General Consulting Services Agreement with Ricondo & Associates, Inc. for Strategic Planning Consultant Services for the Greater Orlando Aviation Authority

Consultant's proposal, dated July 12, 2022, is to provide strategic planning consulting services to review the Authority's 2013 Strategic Plan and develop an updated Strategic Plan.

If approved, these services would be effective upon the date of Board approval.

Consultant shall, with each monthly invoice, certify that the assigned work and services are on schedule to be completed within the contracted lump sum price, or provide at time of certification a written notice to the Aviation Authority of any deviations.

The MWBE/LDB participation has been reviewed by the Office of Small Business Development. Their findings and recommendation are attached.

Funding is from Previously Approved Capital Expenditure Fund
GH 308.711.170.5310009.000.501489. Funding source verified by Andrea Harper of
Construction Finance on 7 / 20 / 22 as correct and available.

It is respectfully requested that the Construction Committee recommend to the Aviation Authority Board approval of an Addendum to the General Consulting Services Agreement with Ricondo & Associates, Inc. for the services contained therein and amount as shown below:

Not to Exceed Fees	\$0.00
Lump Sum Fees	\$685,122.00
Not to Exceed Expenses	\$25,300.00
TOTAL	\$710,422.00
AAC – Compliance Review Date	<i>JSS</i> 7/19/22
AAC – Funding Eligibility Review Date	7/19/22

Req. 91843



July 12, 2022

Mr. Bradley Friel, A.A.E., AICP
Director of Planning and Development
Greater Orlando Aviation Authority
11314 Terminal C Service Road
Orlando, FL 32824

RE: Greater Orlando Aviation Authority (GOAA) Strategic Plan
Scope of Work and Budget

Dear Mr. Friel:

Ricondo & Associates, Inc. (Ricondo) appreciates the opportunity to submit this proposal to assist the Greater Orlando Aviation Authority (GOAA or the Authority) prepare an update to the 2013 Strategic Plan. This proposal provides a summary of a three-phase approach for this effort. For budgeting purposes, the following assumptions have been made:

- Authority staff will identify potential stakeholder participants.
- The strategic planning activities to be completed as part of this effort will focus on high-level organizational strategy, preparing Mission, Vision, and Values statements, and identifying goals, objectives, strategies, and tasks.
- The development of performance measurement and monitoring plans, including the preparation of a dashboard to ensure the implementation of the organization's objectives, is not included as part of this effort.
- Except for the support materials developed for stakeholder meetings and work sessions, as well as the final deliverable, Ricondo will only provide electronic copies of its draft deliverables, suitable for high-quality printing.

BACKGROUND

The Authority completed its "Strategic Plan" in 2013. The Strategic Plan articulated the Authority's mission and vision statements, values, and four high-level strategic Goals:

- Goal 1 – Customer Service: Exceed the expectations of the traveling public with the collaboration of our airport partners and the community.
- Goal 2 – Economic Development: Foster economic development for the region.
- Goal 3 – Safe and Secure Facilities: Operate and maintain safe and secure world-class facilities.
- Goal 4 – Fiscal Responsibility: Act in a fiscally responsible manner.



In addition, the Strategic Plan described specific “Objectives” and “Strategies” for each Goal. Other features of the Strategic Plan included a review of the Current Perspective and Outlook and Key Success Factors. Over 300 partners, stakeholders, and community organizations contributed to the effort.

PHASE 1: MISSION – VISION – VALUES

Phase 1 includes the strategic planning activities conducted before the stakeholder outreach (Phase 2). These initial activities will provide the foundation for the outreach effort and the development of a strategic plan for the organization. These activities will help gather information on the factors likely to affect the Authority’s future. This effort will focus on information that may impact the choice of long-term objectives and priorities.

Tasks to be completed as part of Phase 1 include:

- Review and summarize previous efforts, including the 2013 Strategic Plan, strategies matrix, stakeholder outreach, and other relevant information.
- Conduct a review and gap analysis of the 2013 Strategic Plan to identify successes and lessons learned.
- Host a project kick-off and visioning session with Authority staff to review and confirm Phase 1 approach, objectives, and schedule.
- Assess the current situation and perspective, contextualizing the environment in which the Authority is undertaking its Strategic Plan update. This task will include the development of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.
- Review strategic planning efforts/plans (in progress or recently completed by key stakeholders). Benchmark available strategic planning at up to 10 other large U.S. airports.
- Develop an internal stakeholder outreach plan that identifies key internal stakeholders and how they will be engaged (in-person, via survey, or other means).
- Develop an external stakeholder outreach plan that identifies key internal stakeholders and how they will be engaged (in-person, via survey, or other means). Include a timeline for Board coordination.

PHASE 2: OUTREACH, STRATEGIC FRAMEWORK, AND DRAFT STRATEGIC PLAN

Phase 2 includes the activities that will be conducted to identify the organization’s goals, objectives (long- and short-term), and implementation priorities. This will be accomplished by engaging key internal and external stakeholders. Our team will prepare materials for internal and external outreach meetings and facilitate discussion of the strategic issues and future vision with those stakeholders. Ricondo will rely heavily on professional judgment, experience, and information gathered as part of Phase 1 to guide stakeholder discussions.

Following the completion of outreach efforts, and working with Authority staff, Ricondo will develop and refine a strategic framework and prepare a draft Strategic Plan for Authority review.



Strategic Retreat

Our team will develop support materials for facilitating the strategic retreat. The topics and objectives of the strategic retreat will be confirmed with the Authority's project manager, but would likely include:

- Brainstorming: Envisioning the future and long-term objectives for the organization.
- Strategic issues: Identification of the most critical challenges for the organization to address during the term of the strategic plan.
- Long-term objectives: Capitalizing on the information developed in Phase 1, define objectives that are strategic, measurable, attainable, relevant, and time-bound.
- Strategies: Selecting actionable tasks to achieve the objectives

Ricondo will be responsible for developing the list of questions to be used during the strategic retreat and other supporting materials. The Ricondo Team (Ricondo and/or its subconsultants) will facilitate the strategic retreat.

Stakeholder Outreach

Working with Authority staff, Ricondo will help schedule and coordinate up to thirty (30) stakeholder outreach meetings, both with internal and external stakeholder groups identified in Phase 1. This proposal assumes up to ten (10) in-person meetings with selected Authority staff and twenty (20) meetings with selected stakeholder groups. For budgeting purposes, our team will plan for twenty (20) in-person meetings and ten (10) virtual meetings with the selected stakeholder groups. If scheduling allows, the consultant team and the Authority may elect to schedule multiple internal and external stakeholder outreach meetings on a single trip, thereby reducing the number of virtual meetings required.

Ricondo will prepare materials in advance of each meeting and prepare draft meeting notes to be reviewed by Authority staff. Final meeting notes will be prepared based on Authority comments.

Strategic Framework

Based on the outcomes of the strategic retreat, Ricondo will formulate a strategic framework for the organization that will identify the following:

- Mission, vision, values
- Strategic Issues/Strategies
- Generic and Grand Strategies (if applicable)
- Long- and short-term objectives
- Performance metrics
- Priorities List
- Timeline and Responsibilities

Upon approval of the organization's strategic framework, Ricondo will develop a draft strategic plan for the organization.

PHASE 3: STRATEGIC PLAN DEVELOPMENT

This task will consist in the development of a strategic plan that will document the results of the strategic planning activities and clearly identify the organization's strategy and objectives. For budgeting purposes, it has been assumed that the strategic plan will consist of a report/brochure including up to 50 color pages. Ricondo will work in close collaboration with the Authority's staff and employ graphical design and presentation techniques in the elaboration of this Strategic Plan.

Tasks to be completed as part of Phase 3 include:

- Host a Phase 3 kick-off and visioning session, where Ricondo and the Authority staff will review and confirm Phase 3 approach with GOAA staff and confirm objectives and the Phase 3 schedule.
- Identify checkpoints to coordinate with internal and external stakeholders.
- Working with the Authority staff, identify Goals reflecting the mission, vision, and values identified in Phase 1 and stakeholder outreach conducted in Phase 2. Goals provide the strategic direction for the organization.
- Identify Objectives for each Goal. Objectives establish high-level priorities for each Goal.
- Identify strategies / tasks / initiatives. Actionable tasks in the 2013 strategic plan are referred to as "Strategies." Internal to GOAA, the tracking and monitoring framework subdivides "Strategies" into "Tasks."

The draft Strategic Plan will be developed following the strategic planning activities previously discussed and the off-airport strategic retreat. The purpose and content of the strategic plan will be defined in collaboration with the Authority's staff, but it would likely include the following:

- Forward Letter/Introduction
- Mission and Vision Statements
- Mandates and Strategic Issues
- Long- and Short-Term Objectives
- Implementation Priorities (to be aligned with long- and short-term objectives)

Other items that may be included in the Strategic Plan but that are assumed to be provided by others include:

- Action and Resource Allocation Plan
- Monitoring and Evaluation Plan
- Communication Plan

After receiving comments, Ricondo will produce a final version of the Strategic Plan. Both the draft and final Strategic Plan would be transmitted electronically to the Authority in Acrobat Adobe PDF format. The Authority will be responsible for the ultimate reproduction and dissemination of copies of the Strategic Plan to appropriate parties. Ricondo will provide up to ten (10) printed copies to the Authority. In addition, the Authority will be responsible for posting the Strategic Plan on the Authority's website.

Additional (Optional) Scope Items to be added at GOAA's Request

- Development of a dashboard to track performance metrics or initiatives.

Exclusions

Under this scope of services assignment, the Ricondo Team would not perform or prepare the following items:

- Off-airport accommodation: this scope of work assumes GOAA will secure the off-airport meeting location, mail meeting notices, and pay for any refreshments for the Strategic Retreat.

Schedule

This project is to be completed by September 30, 2023.

Small Business Participation

Ricondo is committed to the Aviation Authority's Small Business Participation Programs and its mentoring opportunities. In spite of the specialized aviation management-consulting services constituting this assignment, Ricondo is committed to fulfilling a minimum of ten (10) percent participation by either Local Developing Business (LDB), Disadvantaged Business Enterprise (DBE), or Minority and Women Business Enterprise (MWBE) firms on this assignment. Such participation would be achieved by subcontracting with such firms for services that align with the firm's areas of expertise and capabilities, or by subcontracting with such firms to allow Ricondo to mentor these companies through this strategic planning process. Ricondo will coordinate closely with the Aviation Authority's Small Business Development Department in order to identify candidate LDB, DBE, and MWBE firms that could support the scope of services established for this assignment.

Professional Fees

As noted in **Table 1**, the total budget for the proposed services is \$710,422. The breakdown of the lump sum fee for Ricondo and GSS is included in the C tables attached to this proposal.


TABLE 1 – BUDGET ESTIMATE – LABOR AND REIMBURSABLE EXPENSES

FIRM	COST
Ricondo & Associates, Inc. Labor – Lump Sum	\$ 636,722.00
Ricondo & Associates, Inc. Expenses – Not to Exceed	\$ 25,300.00
GSS Creative Labor – Lump Sum	\$ 48,400.00
GSS Creative Expenses – Not to Exceed	Not Applicable
TOTAL COSTS	\$ 710,422.00

We appreciate the opportunity to continue serving and supporting GOAA. If you require additional information regarding this proposal, please contact me at 407-446-3007 or via email at scarreau@ricondo.com.

Sincerely,

RICONDO & ASSOCIATES, INC.



Sébastien Carreau
Director

cc: 21041212

Pete Ricondo, Paul Hanly, Cameron Modjeski

P:\PROJECTS\GOAA (MCO)\21041212 - On-Call General Consulting Services\Admin\02-Scope\Pending - FY2022 - AAM Study

EXHIBIT A - CONSULTANT'S COMPENSATION PROPOSAL
TABLE C-1
SUMMARY OF TOTAL CONTRACT VALUE
 Strategic Plan

Phase of Project:	Strategic Plan	SUBTOTAL	TOTAL CONTRACT
2.0 Lump Sum Fees:	\$685,122.00	\$685,122.00	\$685,122.00
3.0 Not to Exceed Reimbursable Expenses:	\$25,300.00	\$25,300.00	\$25,300.00
4.0 TOTAL CONTRACT VALUE:	\$710,422.00	\$710,422.00	\$710,422.00

Total Professional Labor Hours:	3,412	3,412	3,412
TOTAL LABOR HOURS:	3,412	3,412	3,412
Average Hourly Rate:	\$208	\$208	\$208

EXHIBIT A - CONSULTANT'S COMPENSATION PROPOSAL
TABLES C-4 and C-2
SUMMARY OF LUMP SUM PROFESSIONAL
FEES AND REIMBURSABLE EXPENSES

Phase of Project:	Strategic Plan		TOTAL		
	Labor Hours	Total Fee	Labor Hours	Cost	Avg. Rate
Ricondo & Associates					
Lump Sum Fees	3,012	\$636,722.00	3,012	\$636,722.00	\$211
Not to Exceed Reimbursable Expenses		\$25,300.00		\$25,300.00	
Sub-Total Ricondo	3,012	\$662,022.00	3,012	\$662,022.00	\$220
GSS Creative					
Lump Sum Fees	400	48,400	400	\$48,400.00	\$121
Not to Exceed Reimbursable Expenses				\$0.00	
Sub-Total GSS Creative	400	\$ 48,400.00	400	\$48,400.00	\$121
Total Amount	3,412	\$710,422.00	3,412	\$710,422.00	\$ 208

EXHIBIT A - CONSULTANT'S COMPENSATION PROPOSAL
TABLE C-3
BREAKDOWN OF LUMP SUM
PROFESSIONAL FEES
 Ricondo & Associates, Inc.

Position:	SENIOR OFFICER		SENIOR OFFICER w/Travel Premium		SENIOR DIRECTOR		SENIOR DIRECTOR w/ Travel Premium		MANAGER		SENIOR CONSULTANT		TOTAL		
	hours	Cost	hours	Cost	hours	Cost	hours	Cost	hours	Cost	hours	Cost	labor hours	Cost	Avg. Hourly Rate
Rate (\$/Hour):	\$300		\$335		\$239		\$274		\$158		\$130				
Strategic Plan															
Phase 1: Mission-Vision-Values															
1.1 - Review and Summarize Previous Reports	16	\$4,800		\$0	40	\$9,560		\$0	20	\$3,160	20	\$2,600	96	\$20,120	\$210
1.2 - Conduct a Review and Gap Analysis	16	\$4,800		\$0	40	\$9,560		\$0	20	\$3,160	20	\$2,600	96	\$20,120	\$210
1.3 - Project Kick-off and Visioning Session	12	\$3,600		\$0	24	\$5,736		\$0	24	\$3,792	16	\$2,080	76	\$15,208	\$200
1.4 - SWOT Analysis	12	\$3,600		\$0	16	\$3,824		\$0	8	\$1,264	32	\$4,160	68	\$12,848	\$189
1.5 - Review Strateging Planning Efforts	16	\$4,800		\$0	32	\$7,648		\$0	24	\$3,792	16	\$2,080	88	\$18,320	\$208
1.6 - Internal Stakeholder Plan	8	\$2,400		\$0	16	\$3,824		\$0	16	\$2,528	24	\$3,120	64	\$11,872	\$186
1.7 - External Stakeholder Plan	8	\$2,400		\$0	16	\$3,824		\$0	16	\$2,528	24	\$3,120	64	\$11,872	\$186
1.8 - Prepare Draft and Final Mission-Vision-Values	8	\$2,400		\$0	16	\$3,824		\$0	16	\$2,528	20	\$2,600	60	\$11,352	\$189
Phase 2: Stakeholder Outreach and Strategy Development															
2.1 - Strategic Retreat	40	\$12,000		\$0	40	\$9,560		\$0	72	\$11,376		\$0	152	\$32,936	\$217
2.2 - In-Person Internal Stakeholder Outreach	40	\$12,000	40	\$13,400	40	\$9,560	40	\$10,960	80	\$12,640	16	\$2,080	256	\$60,640	\$237
2.3 - In-Person External Stakeholder Outreach	40	\$12,000	40	\$13,400	40	\$9,560	40	\$10,960	80	\$12,640	16	\$2,080	256	\$60,640	\$237
2.4 - Virtual External Stakeholder Outreach	40	\$12,000		\$0	40	\$9,560		\$0	60	\$9,480	16	\$2,080	156	\$33,120	\$212
2.5 - Strategic Framework	40	\$12,000		\$0	80	\$19,120		\$0	40	\$6,320	20	\$2,600	180	\$40,040	\$222
2.6 - Draft Strategic Plan	40	\$12,000		\$0	80	\$19,120		\$0	80	\$12,640	40	\$5,200	240	\$48,960	\$204
Phase 3: Strategic Plan Development															
3.1 - Kick-off and Visioning Session	6	\$1,800	6	\$2,010	12	\$2,868	12	\$3,288	40	\$6,320	24	\$3,120	100	\$19,406	\$194
3.2 - Internal and External Stakeholders Checkpoints	16	\$4,800		\$0	32	\$7,648		\$0	16	\$2,528	40	\$5,200	104	\$20,176	\$194
3.3 - Identify Goals for Mission-Vision-Values	12	\$3,600	12	\$4,020	24	\$5,736	24	\$6,576	24	\$3,792	24	\$3,120	120	\$26,844	\$224
3.4 - Identify Objectives for Mission-Vision-Values	12	\$3,600	12	\$4,020	24	\$5,736	24	\$6,576	24	\$3,792	24	\$3,120	120	\$26,844	\$224
3.5 - Identify Strategies/Tasks/Initiatives	12	\$3,600	12	\$4,020	40	\$9,560	40	\$10,960	100	\$15,800	40	\$5,200	244	\$49,140	\$201
Task 4: Documentation															
4.1 - Draft Documentation	16	\$4,800		\$0	40	\$9,560		\$0	24	\$3,792	80	\$10,400	160	\$28,552	\$178
4.2 - Final Documentation	16	\$4,800		\$0	40	\$9,560		\$0	24	\$3,792	32	\$4,160	112	\$22,312	\$199
Task 5: Project Coordination															
5.1 - Weekly Check-In	35	\$10,500		\$0	70	\$16,730		\$0		\$0	35	\$4,550	140	\$31,780	\$227
5.2 - Project Administration	15	\$4,500		\$0	30	\$7,170		\$0		\$0	15	\$1,950	60	\$13,620	\$227
TOTAL LUMP SUM PROFESSIONAL FEES:	476	\$142,800	122	\$40,870	832	\$198,848	180	\$49,320	808	\$127,664	594	\$77,220	3,012	\$636,722	\$211

EXHIBIT A - CONSULTANT'S COMPENSATION PROPOSAL
TABLE C-3
BREAKDOWN OF LUMP SUM
PROFESSIONAL FEES
GSS Creative

Position:	SENIOR		TOTAL		
	GRAPHICS DESIGNER		labor hours	Cost	Avg. Hourly Rate
Rate (\$/Hour):	\$121				
	hours	Cost			
Strategic Plan					
Phase 1: Mission-Vision-Values					
1.1 - Review and Summarize Previous Reports		\$0	0	\$0	\$ -
1.2 - Conduct a Review and Gap Analysis		\$0	0	\$0	\$ -
1.3 - Project Kick-off and Visioning Session	40	\$4,840	40	\$4,840	\$ 121
1.4 - SWOT Analysis		\$0	0	\$0	\$ -
1.5 - Review Strateging Planning Efforts		\$0	0	\$0	\$ -
1.6 - Internal Stakeholder Plan		\$0	0	\$0	\$ -
1.7 - External Stakeholder Plan		\$0	0	\$0	\$ -
1.8 - Prepare Draft and Final Mission-Vision-Values		\$0	0	\$0	\$ -
Phase 2: Stakeholder Outreach and Strategy Development					
2.1 - Strategic Retreat	40	\$4,840	40	\$4,840	\$ 121
2.2 - In-Person Internal Stakeholder Outreach	40	\$4,840	40	\$4,840	\$ 121
2.3 - In-Person External Stakeholder Outreach	40	\$4,840	40	\$4,840	\$ 121
2.4 - Virtual External Stakeholder Outreach	40	\$4,840	40	\$4,840	\$ 121
2.5 - Strategic Framework		\$0	0	\$0	\$ -
2.6 - Draft Strategic Plan	24	\$2,904	24	\$2,904	\$ 121
Phase 3: Strategic Plan Development					
3.1 - Kick-off and Visioning Session	16	\$1,936	16	\$1,936	\$ 121
3.2 - Internal and External Stakeholders Checkpoints		\$0	0	\$0	\$ -
3.3 - Identify Goals for Mission-Vision-Values		\$0	0	\$0	\$ -
3.4 - Identify Objectives for Mission-Vision-Values		\$0	0	\$0	\$ -
3.5 - Identify Strategies/Tasks/Initiatives		\$0	0	\$0	\$ -
Task 4: Documentation					
4.1 - Draft Documentation	80	\$9,680	80	\$9,680	\$ 121
4.2 - Final Documentation	80	\$9,680	80	\$9,680	\$ 121
Task 5: Project Coordination					
5.1 - Weekly Check-In		\$0	0	\$0	\$ -
5.2 - Project Administration		\$0	0	\$0	\$ -
5.3 -		\$0	0	\$0	\$ -
TOTAL LUMP SUM PROFESSIONAL FEES:	400	\$48,400	400	\$48,400	\$121

EXHIBIT A - CONSULTANT'S COMPENSATION PROPOSAL
TABLE C-6
BREAKDOWN OF NOT TO EXCEED REIMBURSABLE EXPENSES

REIMBURSABLE EXPENSES:	AMOUNT			
Ricondo & Associates				
Travel Reimbursable Expenses	# of Trips	# of Days	Unit Price	
Air Travel - US Airport (MSP or ORD)/Orlando (round trip)			\$400	\$0
Air Travel - US Airport (TBD)/Orlando (round trip) - Lead Planner				\$0
Air Travel - Oversea Airport (TBD)/Orlando (round trip)			\$1,500	\$0
Air Travel - Oversea Airport (TBD)/Orlando (round trip) - Lead Planner			\$1,500	\$0
Hotel/Lodging/Per Diem Expenses			\$200	\$0
Airport Parking			\$20 per day	\$0
Taxi			\$3.0 per mile	\$0
Per diem expenses			\$60	\$0
Outreach venue	# of Rooms	# of Days	Unit Price	
Meeting room/Refreshments	1	5	\$5,000	\$25,000
Printing/Copying (Triangle Reprographics Inc.)	Size	Rates	Qty	Subtotal
Letter Size Printing Color	8.5 x 11	\$0.39	0	\$0
Large Format Color Printing	36 x 24	\$6.99	0	\$0
Ledger Size Color Printing	11 x 17	\$0.69	0	\$0
Color Document Production	booklet	\$30.00	10	\$300
Presentation Boards and Mounting	30 x 42	\$70.00	0	\$0
Courier		\$104.00	0	\$0
Subtotal - Ricondo & Associates				\$25,300
Total				
				\$25,300

**EXHIBIT A - CONSULTANT'S COMPENSATION PROPOSAL
TABLES C-7b and C-7c
PARTICIPATION SCHEDULES**

TABLE C-7b MWBE PARTICIPATION SCHEDULE

NAME OF SUBCONSULTANT	ADDRESS	MWBE CLASSIFICATION	PROPOSED SCOPE OF SERVICES	FEE	PROPOSED PARTICIPATION
Ricondo & Associates, Inc.		N/A	Prime consultant, project management, strategic plan developme	\$662,022.00	N/A
GSS Creative		DBE	Subconsultant, document and graphic production	\$48,400.00	6.8%
TOTAL PROPOSED PARTICIPATION				\$710,422.00	6.8%

TABLE C-7c LDB PARTICIPATION SCHEDULE

NAME OF FIRM	ADDRESS	PROPOSED SCOPE OF SERVICES	FEE	PROPOSED PARTICIPATION
TOTAL PROPOSED PARTICIPATION			\$0.00	0.0%

EXHIBIT A - CONSULTANT'S COMPENSATION PROPOSAL
TABLE C-9
CONTRACT HOURLY RATES

All amounts invoiced by the Consultant as Reimbursable Fees shall be calculated on the basis of the actual number of hours of services rendered under this Agreement by each of the positions defined and by the new positions as identified below, multiplied by the contract hourly rates shown below.

FIRM	POSITION	CONTRACT HOURLY RATE
Ricondo & Associates	Senior Officer	\$300
Ricondo & Associates	Senior Officer w/ Travel*	* \$335
Ricondo & Associates	Senior Director	\$239
Ricondo & Associates	Senior Director w/ Travel*	* \$274
Ricondo & Associates	Manager	\$158
Ricondo & Associates	Senior Consultant	\$130

*TRAVELING FROM CHICAGO, GOAA APPROVED TRAVEL PREMIUM = \$35/HOUR

GSS Creative	Senior Graphics Designer	\$121
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TRUTH IN NEGOTIATION CERTIFICATION

The Consultant hereby certifies, covenants, and warrants that wage rates and other factual unit costs supporting the compensation for this project's agreement are accurate, complete, and current at the time of contracting.

The Consultant further agrees that the original agreement price and any additions thereto shall be adjusted to exclude any significant sums by which the Aviation Authority determines the agreement price was increased due to inaccurate, incomplete, or noncurrent wage rates and other factual unit costs. All such agreement adjustments shall be made within (1) year following the end of the contract. For purposes of this certificate, the end of the agreement shall be deemed to be the date of final billing or acceptance of the work by the Aviation Authority, whichever is later.

Consultant: Ricondo & Associates, Inc.

By:  _____

Print Name: Pete Ricondo, P.E., Senior Vice President

Date: 07/12/2022



July 18, 2022

Dear Sébastien Carreau,

For this proposal, GSS Creative will provide graphic support services including the preparation of presentation and meeting materials for the following:

- Project Kick-off Meeting
- Visioning Session
- Strategic retreat
- Stakeholder outreach meetings

Prepare draft and final strategic plan brochure. The strategic plan brochure will include graphics, professional photos, infographics, renderings, etc. This proposal assumes that both professional photos and renderings would be provided by others. For budgeting purposes, this proposal assumes the brochure will include up to 50 pages (8.5" x11").

This project is to be completed by September 30, 2023.

Hourly Rates:

GSS Creative proposed hourly rates are summarized as follows:

FIRM	POSITION	HOURLY RATE
GSS Creative	Senior Graphic Designer	\$121

Lump Sum Professional Fees:

GSS Creative proposes a Lump Sum fee of \$48,400 for the above referenced services. The proposed fees were calculated as follows:

POSITION	HOURLY RATE	LABOR HOURS	
Senior Graphic Designer	\$121	400	\$48,400

Sincerely,

Michelle Piette
Graphics Support Services, Inc. (dba) GSS Creative
President



GREATER ORLANDO AVIATION AUTHORITY

Orlando International Airport
5850-B Cargo Road
Orlando, Florida 32827-4399

MEMORANDUM

To: Members of the Construction Committee

From: Edelis Molina, Sr. Small Business Administrator

Date: July 26, 2022

Re: Request for Recommendation of Approval of an Addendum to the General Consulting Services Agreement with Ricondo & Associates, Inc. for Strategic Planning Consultant Services for the Greater Orlando Aviation Authority

We have reviewed the qualifications of the subject contract's MWBE/LDB/VBE specifications and determined that, due to the specialized nature of the aviation management consulting services, Ricondo & Associates, Inc. proposes 7% MWBE participation on this Addendum. However, Ricondo & Associates, Inc. commits to meet a minimum of 10% MWBE/LDB participation on this assignment.

Our analysis indicates that Ricondo & Associates, Inc. is eligible for award of the subject Addendum.

MWBE UTILIZATION FORM FOR NON-FEDERALLY FUNDED PROJECTS
PLEASE COMPLETE THIS FORM

This form should be used to report Construction and Engineering /Professional Services activities.

Name of Airport: Orlando International Airport

Telephone No: (407) 825-7130

Address: One Jeff Fuqua Boulevard, Orlando, FL 32827

Project Name & Number: Request for Recommendation of Approval of an Addendum to the General Consulting Services Agreement with Ricondo & Associates, Inc. for Strategic Planning Consultant Services for the Greater Orlando Aviation Authority

1. Construction Information:

Addendum Amount: _____

2. MWBE Goal by Group Representation:

Asian Pacific American	_____	Actual Result	_____
Asian Subcontinent American	_____	Actual Result	_____
Black American	_____	Actual Result	_____
Caucasian Female American	_____	Actual Result	_____
Hispanic American	_____	Actual Result	_____
Native American	_____	Actual Result	_____
Other	_____	Actual Result	_____
Total MWBE Participation	-	Actual Result	_____

3.a. Prime Contractor Information:

Name: _____
 Address: _____
 City, State, Zip: _____
 Telephone: _____

3.b. Name and Address of MWBE Subcontractor

Name: _____
 Address: _____
 City, State, Zip: _____
 Telephone: _____

3.c. *Identity:

Work Item(s): _____
 Amount of Subcontract _____
 Percent of Prime Contract (%): _____

4. Engineering/Professional Services Information:

Addendum Amount: \$710,422.00

5. MWBE Goal by Group Representation:

Asian Pacific American	-	Actual Result	_____
Asian Subcontinent American	-	Actual Result	_____
Black American	-	Actual Result	_____
Caucasian Female American	48,400.00	Actual Result	7%
Hispanic American	-	Actual Result	_____
Native American	-	Actual Result	_____
Other	-	Actual Result	_____
Total MWBE Participation	48,400.00	Actual Result	7%

6.b. Engineering / Professional Service Firm Information:

Name: Ricondo & Associates, Inc.
 Address: 1146 Corporate Boulevard, Suite 140
 City, State, Zip: Orlando, FL 32817
 Telephone: 407-381-5730

6.b. Name and Address of MWBE Subconsultant

Name: Graphics Support Services, Inc., DBA GSS Creative
 Address: 20 N Clark Street, Suite 1500
 City, State, Zip: Chicago, IL 60602
 Telephone: (312) 553-2111

6.c. *Identity:

Work Item(s): Document and graphic production
 Amount of Subcontract \$48,400.00
 Percent of Prime Contract (%): 7%

I certify that the information included on this form and its attachment is correct
 Signature: Edelis Molina Date: 07/26/22
 for George I. Morning, Director of Small Business Development Department

* In Items 3.c. and 6.c. above specify the identity of MWBE Subcontractors and E/PS Firms [e.g. Black American, Hispanic American, Asian Subcontinent American, Asian Pacific American, Caucasian Female American, Native American & Other]

From: [Sebastian Carreau](#)
To: [Kevin Thompson](#)
Cc: [Alejandro Sorondo](#)
Subject: RE: PSC Item 07-26-22 Ricondo Strat. Plan
Date: Thursday, July 14, 2022 4:34:25 PM
Attachments: [image001.png](#)
[image002.png](#)

CAUTION: This email originated outside of GOAA. Stop and think before you click! If you are not expecting it or if it looks suspicious, please report it using the Phishing Report Button.

Kevin:

That is correct. We will try increase our participation by adding another sub. The overall budget would not change but we would transfer Ricondo money to a sub. However, it will take us a bit of time to finalize this piece. Could an addendum to the work order be issued at a later time?

Alternatively (or additionally), we could increase our minority business participation during the development of the dashboard to track performance metrics or initiatives. This task is currently excluded from our scope of work, giving us an opportunity to work with IT to define requirements for the dashboard and allowing us to increase our small business participation for the overall project.

Feel free to call me on my cell if you'd like to discuss further.

Sébastien Carreau | Director

RICONDO

11486 CORPORATE BOULEVARD | SUITE 140 | ORLANDO, FL 32817

TEL +1 407-381-5730 x266 | **DIRECT** +1 407-583-6824 | **MOBILE** +1 407-446-3007

This communication may contain privileged and/or confidential information and is intended for the sole use of addressee. If you are not the addressee you are hereby notified that any dissemination of this communication is strictly prohibited. Please promptly notify the sender by reply email and immediately delete this message from your system. Ricondo & Associates, Inc. ("Ricondo") does not accept responsibility for the content of any email transmitted for reasons other than approved business purposes. Regarding services for U.S. clients: Ricondo is not registered as a "municipal advisor" under Section 15B of the Securities Exchange Act of 1934 ("Section 15B") and Ricondo is not acting as a municipal advisor. This communication and any opinions, assumptions, views or information contained herein or in any attachment to this communication are not intended to be, and do not constitute, "advice" within the meaning of Section 15B.

From: Kevin Thompson <kevin.thompson@goaa.org>

Sent: Thursday, July 14, 2022 11:23 AM

To: Sebastien Carreau <scarreau@ricondo.com>

Cc: Alejandro Sorondo <alejandro.sorondo@goaa.org>

Subject: RE: PSC Item 07-26-22 Ricondo Strat. Plan

Hey Seb,

Remind me the plan to tackle this... Are you hoping to include future small business participation?
Would this require additional CCM visits for rate approvals?

Regards,

Kevin Thompson, C.M., ACE

Manager of Aviation Planning and Development
Greater Orlando Aviation Authority
5855 Cargo Road
Orlando, FL 32827
(D) 407.825.2453 | (M) 407.473.4131
kevin.thompson@goaa.org



From: Jillian Stansell <jillian.stansell@anseradvisory.com>

Sent: Thursday, July 14, 2022 10:17

To: Kevin Thompson <kevin.thompson@goaa.org>

Cc: Lisa Rainey <Lisa.Rainey@anseradvisory.com>; Ziad Ghalayini <Ziad.Ghalayini@anseradvisory.com>; Sebastian Carreau <scarreau@ricondo.com>; Alejandro Sorondo <alejandro.sorondo@goaa.org>; Bradley Friel <BFriel@goaa.org>

Subject: RE: PSC Item 07-26-22 Ricondo Strat. Plan

Importance: High

CAUTION: This email originated outside of GOAA. Stop and think before you click! If you are not expecting it or if it looks suspicious, please report it using the Phishing Report Button.

Thanks Kevin! I did miss one last review comment yesterday:

- Ricondo's proposal letter mentions they are committed to 10% small business participation on this scope; however, they've only proposed 6.8% with GSS Creative. What is Ricondo's plan to attain the remaining 3.2% small business participation?

I appreciate all of your help on this!

Jillian Stansell, CAPM

Senior Associate

M 260-894-0187

*On Behalf of Greater Orlando
Aviation Authority*

anseradvisory.com [anseradvisory.com] [linkprotect.cudasvc.com]

REQUEST FOR APPROVAL OF AN ADDENDUM TO THE CONTINUING MEP ENGINEERING SERVICES AGREEMENT WITH C&S ENGINEERS, INC. FOR DESIGN, BID AND AWARD SERVICES FOR V-00978, TERMINAL TOP GARAGE FIRE SPRINKLER REPAIR, AT THE ORLANDO INTERNATIONAL AIRPORT.

7. Mr. Sorondo presented the memorandum, dated July 26, 2022. Discussion ensued.

Upon motion of Mr. Pelletier, second by Ms. Sharman, vote carried to approve an Addendum to the Continuing MEP Engineering Services Agreement with C&S Engineers, Inc. for Design, Bid and Award Services for V-00978, Terminal Top Garage Fire Sprinkler Repair, for the total lump sum fee amount of \$27,109.00, with funding from previously approved Capital Expenditure Fund.

REQUEST FOR APPROVAL OF THE PURCHASE OF VIEWSONIC MONITORS AND MISCELLANEOUS HARDWARE FROM CDW-G, LLC FOR THE ZC-00349, COMMON USE EXPANSION PROJECT, AT THE ORLANDO INTERNATIONAL AIRPORT.

8. Mr. Brooks presented the memorandum, dated July 26, 2022. Discussion ensued.

Upon motion of Ms. Sharman, second by Mr. Pelletier, vote carried to approve the Purchase of Viewsonic Monitors and Miscellaneous Hardware from CDW-G, LLC. for the ZC-00349 Common Use Expansion Project, for the total not-to-exceed expense amount of \$12,449.78, with funding from Previously Approved General Airport Revenue Bonds.

REQUEST FOR RECOMMENDATION OF APPROVAL OF A NO COST TIME EXTENSION ADDENDUM TO THE CONSTRUCTION-ENGINEERING-FINANCIAL CONSULTING SERVICES AGREEMENT WITH ANSER ADVISORY CONSULTING, LLC.

9. Ms. McKeown presented the memorandum, dated July 26, 2022. Discussion ensued.

Upon motion of Ms. Sharman, second by Mr. Pelletier, vote carried to recommend to the Aviation Authority Board approval of a No Cost Time Extension Addendum to the Construction-Engineering-Financial Consulting Services Agreement with Anser Advisory Consulting, LLC, with no fiscal impact.

REQUEST FOR RECOMMENDATION OF APPROVAL OF AN ADDENDUM TO THE GENERAL CONSULTING SERVICES AGREEMENT WITH RICONDO & ASSOCIATES, INC. FOR STRATEGIC PLANNING CONSULTANT SERVICES.

10. Mr. Sorondo presented the memorandum, dated July 26, 2022. Discussion ensued.

Upon motion of Ms. Sharman, second by Mr. Pelletier, vote carried to recommend to the Aviation Authority Board approval of an Addendum to the General Consulting Services Agreement with Ricondo & Associates, Inc. for Strategic Planning Consultant Services, for the total amount of \$710,422.00, which includes the not-to-exceed expense amount of \$25,300.00, and the lump sum fees amount of \$685,122.00, with funding from previously approved Capital Expenditure Funds.

INFORMATION ITEMS

11. The following items were presented for information only:

- A. Field Change Order (FCO) Log
- B. COVID-19 CCM Item Log
- C. Office of Small Business Development Memorandum for Request for Approval of an Amendment to Addendum No.3 to the Specialty Automated People Mover (APM) and Passenger Rail Systems Consulting Services Agreement with Lea + Elliot, Inc. to provide Additional Design Criteria and Specialty APM Consulting Services for W-00420, Airside 2 and 4 APM System Replacement Programming and Procurement, at the Orlando International Airport. [From the Construction Committee Meeting on July 5, 2022, Item No. 8].
- D. Revised Memorandum for Request for Approval of an Addendum to the Continuing Environmental Engineering Services Agreement with Terracon Consultants, Inc. to conduct Asbestos Removal and Demolition Services at 6300 Wetherbee Road, at the Orlando International Airport. [From the Construction Committee Meeting on July 12, 2022, Item No. 10].



GREATER ORLANDO AVIATION AUTHORITY

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

MEMORANDUM

TO: Members of the Aviation Authority

FROM: Davin D. Ruohomaki, Chairman, Construction Committee

DATE: August 17, 2022

ITEM DESCRIPTION

Recommendation of the Construction Committee to Approve an Addendum to the General Consulting Services Agreement with Ricondo & Associates, Inc. for Strategic Planning Consulting Services

BACKGROUND

In 2020, the firm providing General Consulting Services was selected through a competitive award process. On December 9, 2020, the Aviation Authority Board approved a General Consulting Services Agreement with Ricondo & Associates, Inc.

This no-cost base agreement established the negotiated hourly rates. These services are procured on an as-needed or annual basis, and include, but are not limited to, advising and supporting the Aviation Authority through assessments, studies, master planning, concept development, and preparation of design-build criteria packages, extension of staff, and other efforts as assigned for the development, management, and operation of the existing and future facilities. The services may also include interfacing with the Aviation Authority's committees and the Aviation Authority's departments, and coordinating and providing documentation required by federal, state, and local agencies, including the Federal Aviation Administration (FAA); the Transportation Security Administration (TSA); the Florida Department of Transportation (FDOT); the Orlando Utilities Commission (OUC); the Division of Strategic Business Development; City of Orlando; Orange County, Florida; and, other agencies as required.

ISSUES

On July 20, 2022, an executive briefing was provided to the Aviation Authority Board which outlined the need to update the 2013 Strategic Plan as well as the process and timeline for completion. Subsequent to this briefing, staff has negotiated a fee with Ricondo & Associates, Inc. for a total amount of \$710,422, to provide Strategic Planning Services. Services will include, but are not limited to, a focus on high-level organizational strategy, preparation of Mission, Vision, and Values statements, and identification of goals, objectives, strategies, and tasks. Outreach events with stakeholders will be conducted to identify both long-term and short-term objectives, with the results used to develop and refine a strategic framework, and to prepare a strategic plan for review by the Aviation Authority.

The Aviation Authority has reviewed the proposal from Ricondo & Associates, Inc. and determined that, due to the specialized nature of the aviation management consulting services, Ricondo & Associates, Inc. proposes 7% Minority and Women Business Enterprise (MWBE) participation on this addendum. However, Ricondo & Associates, Inc. is committed to meeting a minimum of 10% MWBE/Local Developing Business (LDB) participation on this assignment, and certifies that Ricondo & Associates, Inc. is in good standing as it relates to its small business participation.

On July 26, 2022, the Construction Committee recommended approval of an Addendum to the General Consulting Services Agreement with Ricondo & Associates, Inc. for Strategic Planning Consulting Services, as outlined in the memorandum.

ALTERNATIVES

None.

FISCAL IMPACT

The fiscal impact is \$710,422. 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 an Addendum to the General Consulting Services Agreement with Ricondo & Associates, Inc. for Strategic Planning Consulting Services, for a total amount of \$710,422, which included the lump sum fee amount of \$685,122 and the not-to-exceed expenses amount of \$25,300, 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.