

**AMENDMENT 2 to ADDENDUM NO. 18  
TO THE AGREEMENT DATED JANUARY 8, 2021  
BETWEEN GREATER ORLANDO AVIATION AUTHORITY  
AND RICONDO & ASSOCIATES, INC.**

**Project: Additional Strategic Planning Consultant Services for the Initial Implementation Phase of the 2023 Strategic Plan, Orlando International Airport**

**THIS AMENDMENT** is effective this 2<sup>nd</sup> day of April, 2024, by and between the **GREATER ORLANDO AVIATION AUTHORITY** (“Aviation Authority”), and **RICONDO & ASSOCIATES, INC.** (“Consultant”).

**WITNESSETH:**

**WHEREAS**, by Agreement dated January 8, 2021, Aviation 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 Aviation Authority as are contained in any additional scope of work established by the Aviation Authority in any addendum to the Agreement and accepted in writing by the Consultant; and

**WHEREAS**, the Aviation Authority and the Consultant desire to enter into this Amendment 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 Aviation 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 **NOT TO EXCEED amount of ONE HUNDRED TWENTY-FOUR THOUSAND FOUR HUNDRED SEVENTY-SIX AND NO/100 DOLLARS (\$124,476.00)**, broken down as follows:

<b>Professional Fees:</b>	<b>NTE:</b>	<b>\$124,476.00</b>
<b>Professional Fees:</b>	<b>LS:</b>	<b>\$0.00</b>
<b>Reimbursable Expenses:</b>	<b>NTE:</b>	<b><u>\$0.00</u></b>
<b>Total:</b>		<b>\$124,476.00</b>

3. Except as expressly modified in this Amendment, 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 Amendment this day of Apr 4, 2024.

**GREATER ORLANDO AVIATION AUTHORITY**

  
box SIGN 4W88Q9ZJ-4Q2R9X8V

By: Max Marble  
Sr. Vice President, Capital Programs

Approved as to Form and Legality  
(for the benefit of GOAA only)  
this day of Apr 4, 2024



By: box SIGN 1J8RLK51-4Q2R9X8V  
NELSON MULLINS BROAD AND  
CASSEL  
Legal Counsel  
Greater Orlando Aviation Authority

**RICONDO & ASSOCIATES, INC.**

  
box SIGN 4LWR3Z2Q-4Q2R9X8V

By: Signature (Duly Authorized Rep.)  
Pete Ricondo  
Printed Name  
Senior Vice President  
Title



## MEMORANDUM

TO: Members of the Construction Committee

FROM: Brad Friel, Sr. Vice President of Multi-Modal Planning and Environmental  
*(Prepared by Chris DeLoatche)*

DATE: April 2, 2024

## ITEM DESCRIPTION

Request for Approval of an Amendment to Addendum 18 to the General Consulting Services Agreement with Ricondo & Associates, Inc. for Additional Funds to the Initial Implementation Phase of the 2023 Strategic Plan.

## BACKGROUND

In December 2020, Ricondo & Associates, Inc. was selected by the Aviation Authority Board through a competitive award process to provide General Consulting Services. Tasks are awarded on an as-needed or annual basis.

This no-cost base agreement established the negotiated hourly rates. The services provided as part of this agreement may include 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 FAA; Transportation Security Administration (TSA); 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. The selected general consultant will be prohibited from providing preparation of construction documents, and Owner's Authorized Representative (OAR) Services for the Aviation Authority, and shall be precluded from submitting bids or proposals for any such services to the Aviation Authority.

## ISSUES

On July 26, 2022, the Construction Committee approved Addendum 18 in the amount of \$710,422 to the above-referenced agreement. On November 7, 2023 an additional amount of \$91,852 had been approved to help support the implementation of the 2023 Strategic Plan. It has been further identified that additional funds are needed to continue the implementation of the 2023 Strategic Plan. Approval of the Consultant's proposal, dated March 19, 2024, would allow them to synthesize and organize inputs from the Aviation Authority departments, assist with the creation and testing of the Strategic Plan dashboard and refine the Authority's process for defining and aligning Strategic Initiatives with the annual performance review process.

If approved, these services would be effective the date of the Construction Committee approval.

## SMALL BUSINESS

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

**ALTERNATIVES**

None.

**FISCAL IMPACT**

The fiscal impact is \$124,476. Funding is from previously-approved Capital Expenditure Funds.

**RECOMMENDED ACTION**

It is respectfully requested that the Construction Committee approve an amendment to addendum 18 to the General Consulting Services Agreement with Ricondo & Associates, Inc. for the services contained herein and amount as shown below:

Not to Exceed Fees	\$124,476.00
Lump Sum Fees	\$0.00
Not to Exceed Expenses	\$0.00
<b>TOTAL</b>	<b>\$124,476.00</b>
AAC – Compliance Review Date	<i>SJ</i> 03/25/24
AAC – Funding Eligibility Review Date	03/26/24

March 19, 2024

Mr. Bradley Friel, A.A.E., AICP  
Senior Vice President Planning and Environmental  
Greater Orlando Aviation Authority  
One Jeff Fuqua Boulevard  
Orlando, Florida 32827

RE: Proposal for Additional Strategic Plan Implementation Support Services  
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 (the Aviation Authority) with additional implementation support services for the 2023 Strategic Plan. As part of this effort, Ricondo will synthesize and organize inputs from the Aviation Authority departments, assist with the creation and testing of the Strategic Plan dashboard and refine the Authority's process for defining and aligning Strategic Initiatives with the annual performance review process.

Graphics Support Services (GSS Creative) will continue supporting the team with graphics and presentation materials as defined in the original contract.

## **BACKGROUND**

The Aviation Authority updated and published its Strategic Plan in September 2023. The updated Strategic Plan is organized from a high-level overview of the values, mission, and vision to specific Strategic Goals, Objectives, and Initiatives.

In total, 64 Strategic Objectives, which include specific, measurable, and time-bound targets set by the Aviation Authority to achieve its Strategic Goals, and 800 Strategic Initiatives (specific actions the Aviation Authority could undertake to implement and achieve its desired outcomes) have been identified.

While the implementation of the Strategic Plan will continue to be performed by the Authority's staff, the Ricondo Team will continue to support implementation, in collaboration with the Authority's staff, by organizing, evaluating, and consolidating of the Strategic Initiatives. The Ricondo Team will also engage with the Authority's staff and/or its contractor, OnStrategy, to assist with the development of a Strategic Plan dashboard, which can be used to track the implementation of the Strategic Goals and Initiatives.

Ricondo has supported the implementation of the Strategic Plan through an ongoing authorization with three key tasks:

- **TASK 1: STRATEGIC INITIATIVES DATA MANAGEMENT:** Collect and organize input from Aviation Authority staff to articulate the Strategic Initiatives the Authority will implement and monitor.
- **TASK 2: DASHBOARD IMPLEMENTATION:** Collaborate with the Aviation Authority IT staff and/or a third-party vendor to create a user-friendly dashboard accessible to all Authority staff to support reporting of progress towards the implementation of the Strategic Plan Objectives and Initiatives.
- **TASK 3: PRESENTATION MATERIALS:** Support briefings and discussions with the analytical and summary information to support meetings of the Aviation Authority to establish Strategic Initiatives and prepare for ongoing implementation, execution, and monitoring of the Strategic Plan.

In addition to implementing the 2023 Strategic Plan, the Authority is also moving from a calendar-year based evaluation process to a fiscal-year performance-based evaluation process. As part of that transition, the Authority has noted the need for additional support with the current transition and ongoing refinement of the process for future alignment of Strategic Initiatives and performance goals to increase efficiency and efficacy. Below is a summary of the tasks to be undertaken as part of this work order.

## SCOPE OF WORK

### TASK 4: COMPLETION OF FISCAL YEAR 2024 INITIATIVES

**Objectives:** *Coordinate and assist in the refinement of annual initiatives and performance goals. Organize initiatives and performance goals to Strategic Plan elements. Develop a database of consolidated initiatives and performance goals suitable for reference during dashboard development.*

#### Task 4.1 Annual Initiatives and Performance Goals Refinement

Working with Authority staff, Ricondo will refine Leadership Initiatives, Department Initiatives, and individual performance goals. Ricondo will identify opportunities to increase specificity, define measurable attributes, articulate actional steps, and focus on outcomes that can be achieved during the performance period. Ricondo will provide verbal and/or in-text guidance for goals and initiatives initially developed by Authority staff.

#### Task 4.2 Mapping of Annual Initiatives and Performance Goals to Strategic Plan Elements

Ricondo will map the FY 2024 Organizational Initiatives selected by the board to 2023 Strategic Plan elements. Ricondo will work with Authority leadership to define and refine Leadership Initiatives for each FY 2024 Organizational Initiative; Ricondo will also map Department Initiatives to Organizational and Leadership Initiatives. Incorporated in this process is a gap analysis – ensuring each Organizational Initiative can be successfully achieved through completion of the associated Leadership initiatives for the fiscal year. Performance goals will also be mapped to key initiatives (Organizational, Leadership, Department) and Strategic Plan elements.

### **Task 4.3 Database Consolidation**

Ricondo will consolidate Organizational Initiatives, Leadership Initiatives, and any Department Initiatives provided by the Authority into an Excel worksheet. The organization of the spreadsheet dataset will include department names, Department Initiatives text, leadership titles (e.g., CAO), Leadership Initiatives text, Organizational Initiatives text, associations between the three levels of initiatives, and Strategic Objectives mapping information. The database will be delivered in .XLSX format.

## **TASK 5: FISCAL YEAR 2025 INITIATIVES**

**Objectives:** *Improve process for developing, mapping, and tracking initiatives and performance goals. Ideate FY 2025 initiatives. Coordinate and assist in the refinement of annual initiatives and performance goals. Map initiatives and performance goals to Strategic Plan elements.*

### **Task 5.1 Initiatives Submission Process Redesign**

Building on lessons learned from the development, refinement, mapping, and tracking of FY 2024 initiatives and performance goals, Ricondo will identify potential improvements to positively increase awareness, understanding, and perception of the initiatives development and performance goal setting processes.

### **Task 5.2 Initiatives Ideation Exercise**

Ricondo will prepare for and facilitate one (1) workshop with Authority Leadership to develop recommendations for FY 2025 Organizational Initiatives. These recommendations will include consideration of expected FY 2024 progress, Strategic Plan commitments (for example, the commitment to host annual conferences), the annual budget cycle, and areas of focus for the fiscal year. Ricondo will summarize the conclusions of the workshop in a short narrative document.

### **Task 5.3 Board Presentation Support**

Ricondo will prepare 2-4 PowerPoint slides for the FY 2025 initiative development process to support Board communication.

### **Task 5.4 Organizational Initiatives Refinement**

Ricondo will prepare for and facilitate a meeting with Authority Leadership to refine FY 2025 Organizational Initiatives. These refinements will include consideration of expected FY 2024 progress, Strategic Plan commitments (for example, the commitment to host annual conferences), the annual budget cycle, and areas of focus for the fiscal year. Ricondo will refine Organizational Initiatives based on information gathered during the meeting and provide an update set of initiatives to Authority Leadership in a short narrative document.

### **Task 5.5 Leadership Initiatives Refinement**

Ricondo will prepare for and facilitate a meeting with Authority Leaders to refine FY 2025 Leadership Initiatives. This meeting will include a gap analysis of draft Leadership Initiatives prepared by Authority Leaders. Ricondo will refine Leadership Initiatives based on information gathered during the meeting and provide an update set of initiatives to Authority Leadership in a short narrative document.

**Task 5.6 Department Initiatives Refinement**

Working with Authority staff, Ricondo will refine Department Initiatives and individual performance goals. Ricondo will identify opportunities to increase specificity, define measurable attributes, articulate actional steps, and focus on outcomes that can be achieved during the performance period. Ricondo will provide verbal and/or in-text guidance for goals and initiatives initially developed by Authority staff.

**Task 5.7 FY 2025 Initiatives Meetings**

In addition to the meetings and workshops identified in Tasks 5.2-5.6, Ricondo will prepare for and attend up to twenty (20) meetings to support the development of initiatives, performances goals, and process improvements.

**TASK 6: FISCAL YEAR 2026 INITIATIVES PREPARATION**

**Objective:** *Improve process for developing, mapping, and tracking initiatives and performance goals.*

**Task 6.1 Initiatives Submission Process Refinement**

Building on lessons learned from the development of FY 2025 initiatives and performance goals, Ricondo will identify potential refinements to the process to increase efficiency and efficacy. Ricondo will summarize the feedback, observations, and suggested changes in a short narrative document.

**PROFESSIONAL FEES**

As noted in **Table 1**, the Not to Exceed (NTE) professional fee amount for the additional tasks of the proposed services is \$124,476. Attached to this proposal is a detailed breakdown of Ricondo’s proposed budget.

**TABLE 1 – BUDGET ESTIMATE FOR ADDITIONAL TASKS – LABOR AND REIMBURSABLE EXPENSES**

FIRM/POSITION	HOURLY RATE	LABOR HOURS	COST	
Ricondo/Senior Officer	\$350.00	32	\$	11,200.00
Ricondo/Senior Director	\$295.00	32	\$	9,440.00
Ricondo/Senior Director with Travel Premium from Chicago	\$330.00	146	\$	48,180.00
Ricondo/Manager	\$180.00	198	\$	35,640.00
Ricondo/Senior Consultant	\$139.00	144	\$	20,016.00
<b>TOTAL NOT TO EXCEED PROFESSIONAL FEES</b>			<b>\$</b>	<b>124,476.00</b>

NOTE: Table 1 only includes the labor hours and costs associated with the additional tasks proposed in this contract amendment Tasks 4, 5, and 6.



*Disadvantaged Business (DBE) Participation*

GSS Creative is registered as a DBE. GSS Creative will not require an additional budget as part of this contract amendment as the remaining budget from the original contract will be sufficient to complete the remaining and additional tasks.

We appreciate the opportunity to continue serving and supporting the Greater Orlando Aviation Authority. If you require additional information regarding this proposal, please contact me at 407-583-6824 or via email at [scarreau@ricondo.com](mailto:scarreau@ricondo.com).

Sincerely,

RICONDO & ASSOCIATES, INC.



Sébastien Carreau  
Director

ENCLOSURE – Truth in Negotiation Form; Amended Detailed Budget Table

cc: Kevin Thompson  
Chris DeLoatch  
21041212

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: 03/19/2024

**EXHIBIT A - CONSULTANT'S COMPENSATION PROPOSAL**  
**TABLE C-5**  
**BREAKDOWN OF NOT TO EXCEED PROFESSIONAL FEES**  
**Ricondo**

Ricondo & Associates, Inc.	Senior Officer		Senior Director		Senior Director + Travel Premium		Manager		Senior Consultant		TOTAL		
	\$350		\$295		\$330		\$180		\$139		labor	Cost	Avg. Hourly
Rate (\$/Hour):	hours	Cost	hours	Cost	hours	Cost	hours	Cost	hours	Cost	hours	Cost	Rate
<b>TASKS</b>													
<b>TASK 4: COMPLETION OF FISCAL YEAR 2024 INITIATIVES</b>	<b>10</b>	<b>\$3,500</b>	<b>6</b>	<b>\$1,770</b>	<b>66</b>	<b>\$21,780</b>	<b>96</b>	<b>\$17,280</b>	<b>40</b>	<b>\$5,560</b>	<b>218</b>	<b>\$49,890</b>	<b>\$229</b>
Task 4.1 - Annual Initiatives and Performance Goals Refinement	10	\$3,500	2	\$590	32	\$10,560	32	\$5,760	0	\$0	76	\$20,410	\$269
Task 4.2 - Mapping of Annual Initiatives and Performance Goals to Strategic Plan Elements	0	\$0	2	\$590	32	\$10,560	32	\$5,760	0	\$0	66	\$16,910	\$256
Task 4.3 - Database Consolidation	0	\$0	2	\$590	2	\$660	32	\$5,760	40	\$5,560	76	\$12,570	\$165
<b>TASK 5: FISCAL YEAR 2025 INITIATIVES</b>	<b>18</b>	<b>\$6,300</b>	<b>22</b>	<b>\$6,490</b>	<b>64</b>	<b>\$21,120</b>	<b>82</b>	<b>\$14,760</b>	<b>84</b>	<b>\$11,676</b>	<b>270</b>	<b>\$60,346</b>	<b>\$224</b>
Task 5.1 - Initiatives Submission Process Redesign	4	\$1,400	4	\$1,180	16	\$5,280	20	\$3,600	20	\$2,780	64	\$14,240	\$223
Task 5.2 - Initiatives Ideation Exercise	2	\$700	2	\$590	2	\$660	4	\$720	4	\$556	14	\$3,226	\$230
Task 5.3 - Board Presentation Support	0	\$0	0	\$0	2	\$660	2	\$360	0	\$0	4	\$1,020	\$255
Task 5.4 - Organizational Initiatives Refinement	2	\$700	2	\$590	2	\$660	2	\$360	0	\$0	8	\$2,310	\$289
Task 5.5 - Leadership Initiatives Refinement	2	\$700	2	\$590	2	\$660	2	\$360	0	\$0	8	\$2,310	\$289
Task 5.6 - Department Initiatives Refinement	0	\$0	4	\$1,180	20	\$6,600	32	\$5,760	60	\$8,340	116	\$21,880	\$189
Task 5.7 - FY 2025 Initiatives Meetings (20 Total: June 2024 - August 2024)	8	\$2,800	8	\$2,360	20	\$6,600	20	\$3,600	0	\$0	56	\$15,360	\$274
<b>TASK 6: FISCAL YEAR 2026 INITIATIVES</b>	<b>4</b>	<b>\$1,400</b>	<b>4</b>	<b>\$1,180</b>	<b>16</b>	<b>\$5,280</b>	<b>20</b>	<b>\$3,600</b>	<b>20</b>	<b>\$2,780</b>	<b>64</b>	<b>\$14,240</b>	<b>\$223</b>
Task 6.1 - Initiatives Submission Process Refinement	4	\$1,400	4	\$1,180	16	\$5,280	20	\$3,600	20	\$2,780	64	\$14,240	\$223
<b>AMMENDMENT SUBTOTAL (TASKS 4 - 6) NOT TO EXCEED PROFESSIONAL FEES:</b>	<b>32</b>	<b>\$11,200</b>	<b>32</b>	<b>\$9,440</b>	<b>146</b>	<b>\$48,180</b>	<b>198</b>	<b>\$35,640</b>	<b>144</b>	<b>\$20,016</b>	<b>552</b>	<b>\$124,476</b>	<b>\$226</b>

**ATTACHMENT A**

**FINANCE FORM**

<b>Date:</b>	<u>March 19, 2024</u>	<b>Requestor's Extension:</b>	<u>x3139</u>
<b>Requestor's Name:</b>	<u>Brad Friel</u>	<b>Preparer's Extension:</b>	<u>x2255</u>
<b>Preparer's Name:</b>	<u>Chris DeLoatche</u>	<b>Solicitation #:</b>	<u>N/A</u>
<b>Requestor's Department:</b>	<u>Multi-Modal Planning and Environmental</u>	<b>Contract # / Name:</b>	<u>General Consulting Services</u>
<b>Description:</b>	<u>2023 Strategic Plan Implementation</u>	<b>Construction Committee Date:</b>	<u>April 2, 2024</u>
<b>Vendor:</b>	<u>Ricondo &amp; Associates, Inc.</u>	<b>Agenda Item #:</b>	<u></u>

**NON-PROJECT FUNDS: CIR**

Account Code Format: xxx.xxx.xxx.xxxxxxx.xxx.xxxx xx	FY 23 Amount	FY24 Amount	FY25 Amount	FY26 Amount	FY27 Amount	TOTAL CONTRACT
308.711.170.5310009.000.50 1489		\$124,476				
<b>Total Requisition:</b>		\$124,476				
<b>Requisition Number:</b>		96531				
<b>Funding Approver:</b> <i>Andrea Harper</i>						
<b>OMB Notes:</b>						

Number	Description	Approval Status	Creation Date	Currency	Total	Preparer	Reserved
96531	PC 04/02/24 - Ricondo	In Process	19-MAR-2024 16:24:56	USD	124,476.00	Wages, Alice M	<input checked="" type="checkbox"/>

**MEMORANDUM**

TO: Members of the Construction Committee

FROM: Edelis Molina, Manager Small Business Programs

DATE: April 02, 2024

**ITEM DESCRIPTION**

Request for Approval of an Amendment to Addendum 18 of the General Consulting Services Agreement with Ricondo & Associates, Inc. for Additional Funds to the Initial Implementation Phase of the 2023 Strategic Plan at the Orlando International Airport

**SMALL BUSINESS**

We have reviewed the qualifications of the subject contract's MWBE/LDB/VBE specifications and have determined that Ricondo & Associates, Inc. does not propose small business participation in this amendment to addendum 18. Ricondo & Associates, Inc. has partnered with Graphics Support Services, Inc., DBA GSS Creative (DBE/MWBE), to provide graphics and presentation materials support services. However, GSS does not require additional funds to complete the additional tasks.