



GREATER ORLANDO AVIATION AUTHORITY

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FINANCE COMMITTEE MEETING

December 13, 2023





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AVIATION AUTHORITY BOARD MEETING

December 13, 2023



RECOGNIZING YEARS OF SERVICE

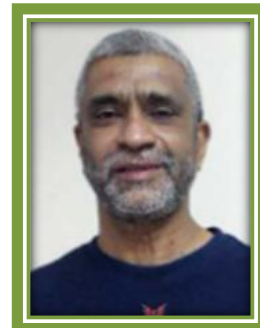
20 YEARS



Frank Browne – Assistant Manager, Concessions



Shawn Minors – Supervisor, Airfield Operations



Syed Rahaman – Electrician, Terminal Electrical



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RECOGNIZING YEARS OF SERVICE

25 YEARS



Maria Irizarry – Cost Control Specialist, Facilities



David Damiano – Supervisor, Airfield Operations



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CONSENT AGENDA ITEMS





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CONSENT AGENDA ITEM 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

BACKGROUND

In accordance with 49 CFR Part 23, the Aviation Authority, as recipient of federal funds exceeding \$200,000.00 on average over the preceding three years, is required to update its ACDBE non-car rental and car rental goals for Fiscal Years 2024–2026. The approval of the updated ACDBE goals by the Federal Aviation Administration is required for the continued receipt of Airport Improvement Program funding.

Per the regulations, airports must use a two-step process (methodology) to determine each goal:

1. Determine the base figure for relative availability of ACDBEs
2. Once base is calculated, adjustment of the base figure (if necessary) upon review of relevant evidence to arrive at overall goal

Staff is following the formula based methodology used during the past 3 years as required by the FAA.



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NON-CAR RENTAL GOAL METHODOLOGY

FY2024-FY2026 Projected Percentage of Gross Receipts of Non-Car Rental Concessions by Concession Type

Concession Type	Projected % FY24-FY26
Food & Beverage	62.8%
News/Gift/Sundry	12.0%
Specialty Retail	8.5%
Passenger Services	10.7%
Advertising	2.0%
Duty Free	3.2%
Parking management	0.8%
TOTAL	100%



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MARKET AREA

The market area is defined by the geographical area in which the substantial majority of firms that seek to do concession business with the airport are located and the geographical area in which the firms receive the substantial majority of concession-related revenues are located. The market area may be different for different types of concessions (49 CFR Part 23.51 (b) (3)).

Location	Concessionaires	Concessionaires %	Revenue %
Florida	46	34%	23.4%
Non-Florida	90	66%	76.6%
Total	136	100%	100%

Nationwide Market Area



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STEP 1: BASE FIGURE

Weighted Relative Availability of ACDBE Firms

Concession Type	# of Minority Firms	/	# of All Firms	Relative Availability	×	Weight of Projected Gross Rcpt.	=	Weighted Availability
Food & Beverage	154,234	/	647,418	23.8%	×	62.8%	=	15.0%
News/Gift/Sundry (News Dealers & Newsstands)	476	/	6,362	7.5%	×	12.0%	=	0.9%
Specialty Retail	19,803	/	180,795	11.0%	×	8.5%	=	0.9%
Passenger Services	18,829	/	172,057	10.9%	×	10.7%	=	1.2%
Display Advertising	197	/	3,828	5.1%	×	2.0%	=	0.1%
Duty-Free	11,351	/	35,533	31.9%	×	3.2%	=	1.0%
Parking	8,469	/	85,579	9.9%	×	0.8%	=	0.1%
Weighted Step 1 Base Figure:								19.2%



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STEP 2: ADJUSTMENT TO THE BASE FIGURE

MCO Non-Car Rental ACDBE Accomplishments for FY2018-FY2022

Fiscal Year	Approved ACDBE Goal	Total ACDBE % Achieved	Over/Under
FY 2018	26.0%	20.8%	-5.2%
FY 2019	26.0%	18.5%	-7.6%
FY 2020	26.0%	33.0%	7.0%
FY 2021	20.0%	37.0%	17.0%
FY 2022	20.0%	32.8%	12.8%
MEDIAN		32.8%	7%

$$\text{Adjustment to Base Figure} = \frac{\text{Step 1 Base Figure} + \text{Median achieved for past 5 years}}{2}$$

$$\text{Adjustment to Base Figure} = \frac{19.2\% + 32.8\%}{2} = \frac{52.0\%}{2} = \mathbf{26\%}$$



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RACE-NEUTRAL PARTICIPATION BREAKDOWN

- Step 2 adjustment of base figure with median past participation: 26%
- Median overachievement for the previous five fiscal years: 7%
- Using this figure as a race-neutral projection for the next three years, the Aviation Authority can establish that 7% of the goal can be met through race-neutral methods, while the remaining 19% must be attained using race-conscious means.



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**Overall Non-Car Rental
Concessions Goal: 26%**

Race-Neutral: 7%

Race-Conscious: 19%

ACDBE PARTICIPATION

The Aviation Authority recognizes that race-neutral measures alone are not sufficient to meet the overall goal; therefore, it will use the following measures to meet its overall goal:

- Establish concession-specific goals for concession when necessary;
- Negotiate with potential concessionaires to include ACDBE participation through direct ownership arrangements in the operation of a proposed concession; and,
- Consideration will be provided to the extent of the competitor's ability to provide ACDBE participation when awarding a concession.



Overall Goal Calculation for Car Rental Concessions Based on Goods and Services Purchases



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CAR RENTAL GOAL METHODOLOGY

1. Determine the Base Figure for Relative Availability of ACDBEs

MARKET AREA

Based upon a list of car rental concessionaires and the limited opportunities available, the market area for car rental concessions was determined to be the State of Florida, since participation will be possible through provision of goods and services.



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The base figure for the relative availability of ACDBEs for car rental goods and services purchases was calculated as follows:

Availability Calculation:

Ready, willing, and able car rental ACDBEs in the market area

All ready, willing and able car rental concession firms in the market area

- When we calculated the average availability we arrived at the Step 1 base figure for the overall goal for car rental concessions of 3.8%.

Concession Type	# ACDBE Certified Firms	# Total Firms	% Availability
Commercial and institutional building construction	412	2,713	15.19%
Other commercial and service industry machinery manufacturing	1	76	1.32%
Motor vehicle supplies and new parts merchant wholesalers	6	959	0.63%
Tire and tube merchant wholesalers	3	231	1.30%
Motor vehicle parts (used) merchant wholesalers	1	113	0.88%
Petroleum bulk stations and terminals	5	145	3.45%
Petroleum and petroleum products merchant wholesalers (except bulk stations and terminals)	21	122	17.21%
Tire dealers	2	1,606	0.12%
Fuel dealers	6	190	3.16%
All other transit and ground passenger transportation	37	244	15.16%
Motor vehicle towing	8	618	1.29%
Insurance agencies and brokerages	27	10,333	0.26%
Claims adjusting	9	921	0.98%
All other insurance related activities	19	469	4.05%
Facilities support services	37	495	7.47%
Temporary help services	96	2,267	4.23%
Security guards and patrol services	43	894	4.81%
Janitorial services	197	6,604	2.98%
Automotive body, paint, and interior repair and maintenance	7	2,086	0.34%
Automotive glass replacement shops	0	532	0.00%
Automotive oil change and lubrication shops	2	551	0.36%
Car washes	16	1,608	1.00%
All other automotive repair and maintenance	7	384	1.82%
Step 1 (Average ACDBE Availability)			3.8%



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STEP 2: ADJUSTMENT TO THE BASE FIGURE

MCO Car Rental ACDBE Accomplishments for FY2018-FY2022

FY	Rental Car Goal	Rental Car Achievement	Over/Under
FY 2018	7%	12.6%	5.6%
FY 2019	7%	11.3%	4.3%
FY 2020	7%	11.0%	4.0%
FY 2021	10%	11.9%	1.9%
FY 2022	10%	11.8%	1.8%
MEDIAN		11.8%	4.0%

$$\text{Adjustment to Base Figure} = \frac{\text{Step 1 Base Figure} + \text{Median achieved for past 5 years}}{2}$$

$$\text{Adjustment to Base Figure} = \frac{3.8\% + 11.8\%}{2} = 7.8\% \approx 8\%$$



RACE-NEUTRAL PARTICIPATION BREAKDOWN

The Aviation Authority estimates that, in meeting the overall goal of 8%, it will obtain 0% from race-neutral participation and 8% through race-conscious measures.

The historical information on ACDBE participation on car rental concessions showed that there was not any race-neutral participation in the previous five-year period.

**Overall Car Rental Concessions
Goal: 8%**

Race-Neutral: 0%

Race-Conscious: 8%



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Non-Car Rental and Car Rental Goals for Comparable Airports in Florida

	Jacksonville	*Miami	Fort Lauderdale	Tampa	Orlando
ACDBE (non-RAC)	12.8%	20.2%	23.2%	25.2%	26%
RAC ACDBE	3.45%	1.10%	2.0%	2.2%	8%
* Proposed FY 24-26 Goal					



SMALL BUSINESS

If approved, the race conscious portions of the proposed ACDBE goals will be considered as part of the procurement and award process when preparing concession opportunities for fiscal years 2024-2026.

FISCAL IMPACT

There is no fiscal impact.

RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board approve the ACDBE Goal and Methodology for Fiscal Years 2024-2026 resulting in goals of 26% for Non-Car Rental Concessions and 8% for Car Rental Concessions.



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PROCUREMENTS





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CEO REPORT



Employee Recognition

World Routes



Airports Council International



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Downcraft Exercise

Operation Maple Strike



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Holidays are Here...

Festive Decorations



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HOLIDAY COMMUNITY CONCERTS DECEMBER 2023						
Sun	Mon	Tue	Wed	Thur	Fri	Sun
					1 Don Soledad, Latin Jazz Guitarist 4-7 p.m. Level 6, Terminal C	2
3 Bethune Cookman Inspirational Gospel Choir Noon-2 p.m. Holiday Tree, Main Terminal	4 Orlando Philharmonic Orchestra Brass Quintet 11 a.m.-1 p.m. Holiday Tree, Main Terminal	5	6 Victoria Schultz, Harpist 1-3 p.m. Holiday Tree, Main Terminal	7	8 Mark E, Smooth Jazz Guitarist 11 a.m.-2 p.m. A-side, West Checkpoint	9
10 Sunday 4 Gospel Quartet Noon-1 p.m. Holiday Tree, Main Terminal	11 Nova Era Classical with a Twist 11 a.m.-1 p.m. Holiday Tree, Main Terminal	12	13 Vioelectric, Music of Hanukkah 3-5 p.m. Level 6, Terminal C	14 Mariachi Oro International 1-3 p.m. Roving, Food Court area, Main Terminal	15 Johnny Magnuson, Saxophonist 4-7 p.m. Level 6, Terminal C	16 Messiah Choral Society, Community Chorale 11 a.m.-1 p.m. Holiday Tree, Main Terminal
17 Magic of Bronze, Community Bellringers 1-3 p.m. Holiday Tree, Main Terminal	18 Tony Wynn & Cameron Brown, Sax & Clarinet Duo 3-5 p.m. Holiday Tree, Main Terminal	19	20 Don Soledad, Latin Jazz Guitarist 3-5 p.m. Holiday Tree, Main Terminal	21 The Dickens Carolers, Costumed Quartet 1-3 p.m. Roving, Main Terminal	22 LUVU, High Energy Contemporary Duo 10 a.m.-1 p.m. Holiday Tree, Main Terminal	23
24	25	26	27	28	29 Victoria Schultz, Harpist 4-7 p.m. Level 6, Terminal C	30
31						



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Busiest U.S. Airports Over the Holidays

	Airport	City	Estimated passengers departing	Busiest time
1	Hartsfield-Jackson (ATL)	Atlanta	1,462,987	8 am-12 pm
2	Denver (DEN)	Denver	1,074,634	8 am-12 pm
3	Dallas/Fort Worth (DFW)	Dallas	1,002,934	8 am-12 pm
4	Los Angeles (LAX)	Los Angeles	909,640	8 am-12 pm
5	Orlando (MCO)	Orlando	829,678	8 am-12 pm
6	Harry Reid (LAS)	Las Vegas	784,615	12 pm-4 pm
7	Phoenix Sky Harbor (PHX)	Phoenix	745,770	8 am-12 pm
8	O'Hare (ORD)	Chicago	712,211	8 am-12 pm
9	Miami (MIA)	Miami	700,075	4 pm-8 pm
10	John F. Kennedy (JFK)	New York City	698,721	4 pm-8 pm



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NEW BUSINESS ITEM A

Request for Approval of Negotiated Terms and Rates for the 2023 Rolling Master Builders Risk Insurance



BACKGROUND

On September 21, 2022, the Aviation Authority Board approved the procurement of and authorized payment of premiums for the Rolling Master Builders Risk insurance to be effective November 1, 2022.

This insurance provides builders risk coverage for major construction projects added within the 12-month period of the effective date and will provide coverage up to 48 months or the construction completion date, whichever comes first. This insurance is subject to quarterly updates and final audit.

The first iteration of this Rolling Master Builders Risk insurance program provides coverage for Projects Bid Package (BP) No. S00195, Terminal C Airside Concourse Gates C250-C253, and BP No. S00198, Terminal C Multi-Modal Connector Pedestrian Bridge and Rental Car Lobby (Design/Build).



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ISSUES

The second iteration of this insurance will apply to any new construction projects added within the 12-month period beginning November 1, 2023, and shall apply to the duration of the project up to 48 months. This insurance is subject to quarterly updates and final audit.

Staff and Siver Insurance Consultants (Siver), the Aviation Authority's insurance consultant, recommend accepting the proposed 2023 terms and rates for the \$350,000,000 occurrence limit per project as reflected in Siver's recommendation letter.



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ISSUES

Insurance premium costs for this insurance coverage is included within the approved budget for each construction project in the Aviation Authority's Capital Improvement Program (CIP), as approved by the Aviation Authority Board and amended from time to time.

When the Aviation Authority Board awards a construction project that will be covered by the Rolling Master Builders Risk insurance program, specific authorization will be requested from the Construction Committee seeking approval of the insurance premium expenditure.

Adjustments to premiums will correlate with actual construction costs, project completion timeline, and negotiated coverage and policy terms. Final Premium is subject to audit, which will take place after the completed construction date.



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SMALL BUSINESS

Due to the specialized nature of this program, there is no small business participation goal.

FISCAL IMPACT

Deposit premium is \$1; however, upon each new project added to this second iteration of the Rolling Master Builders Risk insurance, approved and ratified terms and rates will be used to calculate the premium for the term of the project.



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RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to:

- **Accept the recommendation of the Construction Committee, insurance consultant, and staff to approve and ratify of the 2023 terms and rates for the second iteration of the Rolling Master Builders Risk insurance; and,**
- **Authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents in a form satisfactory to such officer, following satisfactory review by legal counsel.**



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NEW BUSINESS ITEM B

Construction Payment Application and Invoice Review; Financial Consulting for the Capital Improvement Program (CIP) and Capital Initiation Requests (CIR); and Audit and Advisory Services with Carr, Riggs & Ingram, LLC

BACKGROUND

On August 17, 2022, the Aviation Authority Board approved a Professional Services Agreement for Construction Payment Application and Invoice Review; Financial Consulting for the CIP and CIR; and Audit and Advisory Services at Orlando International and Executive Airports Agreement with Carr, Riggs and Ingram, LLC.

Services include, but are not limited to:

- **Category 2: Construction Payment Application and Invoice Review**
- **Category 3: Financial Consulting for CIP and CIR**
- **Category 6: Audit and Advisory Services**



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ISSUES

On November 21, 2023, the Construction Committee recommended approval of the following addenda and associated amendments to the Professional Services Agreement with Carr, Riggs & Ingram, LLC, as follows:

	Category	Services	Fiscal Impact / Funding Source	Small Business Participation
Addendum	Category 6	Audit and Advisory Services related to MCO and ORL (Category 6)	\$322,500 / O&M	None
Amendment to Addendum No. 3	Category 3	Additional Construction Payment Application and Invoice Review Services at the Orlando International and Executive Airports (Category 2)	\$465,000 / O&M	None
Amendment to Addendum No. 3	Category 4	Additional CIP and CIR Support Services to the Finance Department at the Orlando International and Executive Airports (Category 3),	\$479,250 / O&M	26% MWBE



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SMALL BUSINESS

Though the addendum for Category 6 services and the amendment to Addendum No. 3 for Category 2 services do not have any proposed small business participation, Carr, Riggs and Ingram, LLC proposes 26% Minority and Women Business Enterprise (MWBE) participation on the amendment to Addendum No. 4 (Category 3).

FISCAL IMPACT

The fiscal impact is \$1,266,750. Funding is from Operations and Maintenance Funds. Funding required in current and subsequent fiscal years will be allocated from the Operations and Maintenance Funds, 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 Construction Committee for the approval of an Addendum and Associated Amendments to the Professional Services Agreement for Construction Payment Application and Invoice Review; Financial Consulting for the CIP and CIR; and Audit and Advisory Services at Orlando International and Executive Airports with Carr, Riggs & Ingram, LLC, for the following services, and authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents following satisfactory review by legal counsel:

- Addendum for Audit and Advisory Services related to MCO and ORL (Category 6), for the total not-to-exceed fee amount of \$322,500, with funding from Operations and Maintenance Funds. Funding required in current and subsequent fiscal years will be allocated from the Operations and Maintenance Funds, as approved through the budget process and when funds become available;



RECOMMENDED ACTION

- **Amendment to Addendum No. 3 for Additional Construction Payment Application and Invoice Review Services at the Orlando International and Executive Airports (Category 2), for the total not-to-exceed fee amount of \$465,000, with funding from Operations and Maintenance Funds. Funding required in current and subsequent fiscal years will be allocated from the Operations and Maintenance Funds, as approved through the budget process and when funds become available; and,**
- **Amendment to Addendum No. 4 for Additional CIP and CIR Support Services to the Finance Department at the Orlando International and Executive Airports (Category 3), for the total not-to-exceed fee amount of \$479,250, with funding from Operations and Maintenance Funds. Funding required in current and subsequent fiscal years will be allocated from the Operations and Maintenance Funds, as approved through the budget process and when funds become available.**





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NEW BUSINESS ITEM C

H-00361, MCO Jeff Fuqua Boulevard Terminal B Entrance Reconfiguration (Design/Build)



BACKGROUND

H-00361 consists of the design and reconfiguration of the roadway system that enters Terminal B, to include the entrances to the Arrivals curb, Departures curb, Ground Transportation curb, Terminal B Parking Garage and Rental Car Return at the Orlando International Airport (MCO).

Scope also includes any related roadway, building improvement and related services. The improvements to this area will simplify the traffic movements, reduce congestion and improve overall traffic safety.

On August 10, 2023, an Invitation to Bid for H-00361 was issued to the Aviation Authority's six Continuing Horizontal Contractors (Contractors).



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BACKGROUND

On August 11, 2023, as set forth in the Invitation to Bid, the Design Criteria Package (DCP) was made available to the Contractors. The DCP described the Work to be performed under this Project, and included:

- Performance and scope drawings
- Owner's Standards and Master Design Guidelines
- Quantity and quality requirements of the Work
- Sample forms
- Conditions of the Contract
- Location of Work
- Time of completion of Work
- Date, time, place and procedures of the receipt and opening of Proposals.



H-00361 SITE MAP



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ISSUES

On September 15, 2023, one Technical Proposal (Envelope A) was timely submitted by The Middlesex Corporation. Staff reviewed the proposal for compliance with the DCP.

On September 26, 2023, The Middlesex Corporation timely submitted its Price Proposal (Envelope B) and Small Business Participation (Envelope C) in accordance with the DCP.

On September 26, 2023, the Procurement Committee (PC) met to consider the one proposal submitted by The Middlesex Corporation. As set forth in the DCP, when there is only one proposer, there is no need to score the proposal. The PC determined that The Middlesex Corporation submitted a responsive proposal in accordance with the DCP.



ISSUES

The sealed Price Proposal (Envelope B) submitted by The Middlesex Corporation was publicly opened during the September 26, 2023, PC meeting. The Total Proposal Price submitted by The Middlesex Corporation is as follows:

<u>Proposer</u>	<u>Total Proposal Price</u>
The Middlesex Corporation	\$7,285,840.87

The original budget for H-00361 was approved by the Construction Finance Oversight Committee for \$2,700,000.

The PC rejected the one proposal from The Middlesex Corporation because it was over budget, and authorized staff to negotiate H-00361 with The Middlesex Corporation and evaluate the scope and budget for the project.



ISSUES

A post-bid analysis was conducted with all continuing horizontal contractors, resulting in a determination that re-bidding amongst the continuing contractors was unlikely to generate additional competition. The Middlesex Corporation and Staff negotiated a scope that fully satisfies the needs of the Aviation Authority while satisfying the intent of the project to reduce congestion at the Terminal B entrance.

On November 20, 2023, the Construction Finance Oversight Committee increased the project budget to \$4,579,044 to include contingency and soft costs.

On November 21, 2023, the Construction Committee recommended the award of H-00361 to The Middlesex Corporation for the total direct-negotiated amount of \$3,490,000.



SMALL BUSINESS

The Aviation Authority has reviewed the proposal from The Middlesex Corporation, and determined that The Middlesex Corporation proposes 9% Minority and Women Business Enterprise (MWBE)/Local Developing Business (LDB). The Small Business Department certifies that The Middlesex Corporation is in good standing as it relates to its small business participation.

FISCAL IMPACT

Fiscal impact is \$3,490,000, with funding from General Airport Revenue Bonds.



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RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Construction Committee to:

- **Award of H-00361, Jeff Fuqua Boulevard (JFB) (Loop Road) Terminal B Entrance Reconfiguration (Design/Build) at the Orlando International Airport, to The Middlesex Corporation for the total direct-negotiated amount of \$3,490,000, with funding from General Airport Revenue Bonds; and,**
- **Authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents in a form satisfactory to such officer, following satisfactory review by legal counsel.**





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NEW BUSINESS ITEM D

E-00281, Airside 4 Public Address (PA)
System Upgrade



BACKGROUND

E-00281 will upgrade the components of the Innovative Electronic Designs (IED) PA system at Airside 4 at MCO, which have reached the end of service life.

On August 16, 2023, an Invitation to Bid for E-00281 was issued to the Aviation Authority's seven Continuing Electrical Contractors and seven Continuing Low Voltage Contractors (Contractors).

On September 14, 2023, the Aviation Authority received one bid from Quality Cable Contractors, Inc. (QCCI) for the Total Bid Amount of \$4,792,896. The Latest Reconciled Estimate for E-00281 is \$3,720,773.



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E-00281 SITE MAP



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ISSUES

The sealed Price Proposal submitted by QCCI was received and publicly opened on September 14, 2023. The Total Proposal Price submitted by QCCI is as follows:

<u>Proposer</u>	<u>Total Proposal Price</u>
Quality Cable Contractors, Inc.	\$4,792,896

The single bid was rejected as it exceeded the construction budget and failed to achieve the Minority and Women Business Enterprise (MWBE) participation goal of 3% with no evidence of good faith effort submitted with the bid or subsequently received.

A post-bid analysis was conducted with all continuing electrical and low voltage contractors, resulting in a determination that re-bidding amongst the continuing contractors was unlikely to generate additional competition. Additionally, the Aviation Authority obtained an independent cost estimate which confirmed the current project budget.



ISSUES

Given the highly specialized and critical nature of the PA system, which requires access throughout the airside, and the urgent need to update the system, the Aviation Authority entered into negotiations with Quality Cable Contractors, Inc., the sole bidder.

QCCI has experience with this PA system and has successfully performed similar projects for the Aviation Authority. Direct negotiations with QCCI resulted in:

- Pricing within budget
- Will meet the Aviation Authority's scheduling needs

On November 21, 2023, the Construction Committee recommended the award of E-00281 to QCCI for the total direct-negotiated amount of \$3,692,147.



SMALL BUSINESS

The Aviation Authority has reviewed the proposal submitted by Quality Cable Contractors, Inc., and determined that Quality Cable Contractors, Inc. proposes 2.5% MWBE participation on this addendum and certifies that Quality Cable Contractors, Inc. is in good standing as it relates to its small business participation.

Quality Cable Contractors, Inc. is a certified Disadvantage Business Enterprise (DBE).

FISCAL IMPACT

Fiscal impact is \$3,692,147, with funding from General Airport Revenue Bonds.



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RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the 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 E-00281, Airside 4 PA System Upgrade, at the Orlando International Airport, for the total direct negotiated amount of \$3,692,147, with funding from General Airport Revenue Bonds; and,**
- **Authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents in a form satisfactory to such officer, following satisfactory review by legal counsel.**





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NEW BUSINESS ITEM E

**Recommendation to Award Invitation for Bid
23-387-IFB, Data Center HVAC Services to
Innovative Support Systems, Inc.**

BACKGROUND & ISSUES

Material and labor to perform data center HVAC preventative maintenance and repairs at MCO

Five-year term with initial services to commence on or about January 1, 2024

Invitation for Bid 23-387-IFB issued on May 15, 2023

- One Bid and Three responses of No Bid received on July 5, 2023
- Liebert Factory Certification Requirements cited for the no bid responses

Bidder	Five-Year Bid Price
Innovative Support Systems Inc.	\$4,650,760.00

- Recommendation to Award IFB to Innovative Support Systems Inc. on November 21, 2023



SMALL BUSINESS PARTICIPATION

Minority and Women Business Enterprise (MWBE) participation goal of 15%

- Innovative Support Systems, Inc. proposed 15.87% MWBE participation

FISCAL IMPACT

Five-year fiscal impact is a not-to-exceed amount of \$4,650,760

- Operations and Maintenance Fund



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RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to:

- Approve the award of Invitation for Bid 23-387-IFB for Data Center HVAC Services with Innovative Support Systems, Inc.;
- Authorize funding from the Operations and Maintenance Fund in the not-to-exceed amount of \$4,650,760; and,
- Authorize an Aviation Authority Officer or the Chief Executive Officer to execute the necessary documents, following satisfactory review by legal counsel.



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NEW BUSINESS ITEM F

**Recommendation of the Procurement Committee to
Award Request for Proposals 23-533-RFP, Passenger
Boarding Bridges and Related Equipment to JBT
Aerotech Corporation**

BACKGROUND

As part of the Aviation Authority's proposed replacement and upgrades to Terminals A and B, along with the ongoing expansion in Terminal C, this Request for Proposals is for the purchase of:

- **Ten Passenger Boarding Bridges for Terminals A and B**
- **Eight Passenger Boarding Bridges for Terminal C**

Current pricing is valid from the award date through January 31, 2025, with the Aviation Authority having the ability to make additional purchases for the following five years through January 31, 2030.



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ISSUES

Two firms responded to the Aviation Authority's Request for Proposals:

Company	Terminal A and B	Terminal C	Total Bid Price
JBT AeroTech Corporation	\$9,047,048	\$11,301,404	\$20,348,552
TK Airport Solutions	\$9,356,708	\$10,383,261	\$19,739,969



ISSUES

Criteria	Max Points	JBT Aerotech Corporation	TK Airport Solutions
Experience and Background of Manufacturer	25.00	21.88	12.50
Passenger Boarding Bridge and Equipment Specifications; Proposed Schedule for Delivery and Installation	35.00	30.63	17.50
Disadvantaged Business Enterprise (DBE) Approach	5.00	3.75	5.00
Claims Information	5.00	5.00	5.00
Financial Background	5.00	2.50	2.50
Pricing	25.00	24.23	25.00
Total Score	100.00	87.98	67.50



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SMALL BUSINESS

The RFP includes a 5% Disadvantaged Business Enterprise (DBE) participation goal, of which JBT Aerotech Corporation proposed 10.4%.

FISCAL IMPACT

Funding for Terminal A & B in the not-to-exceed amount of \$9,047,148 is from the previously approved Capital Expenditure Fund. Funding for Terminal C bridges and affiliated equipment in the not-to-exceed amount of \$11,301,404 is from a Line of Credit to be reimbursed by future General Airport Revenue Bonds and Future Passenger Facility Charges.



RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation of the Procurement Committee to:

- **Award Request for Proposals 23-533-RFP, Passenger Boarding Bridges and Related Equipment to JBT Aerotech Corporation;**
- **Authorize funding from the previously approved Capital Expenditure Fund in the not-to-exceed amount of \$9,047,148 and from a Line of Credit to be reimbursed by future General Airport Revenue Bonds and Future Passenger Facility Charges in the not-to-exceed amount of \$11,301,404; and,**
- **Authorize the Purchasing Office to issue the necessary purchase orders.**





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NEW BUSINESS ITEM G

**Recommendation to Amend the Fiscal Year 2024
Budget and Approve the Authorizing Resolution for
the Redemption of Series 2010A Outstanding Bonds**

BACKGROUND

The following series of Passenger Facility Bonds (PFC) are recommended for redemption:

- Series 2010A - \$45,695,000;
 - Financed Baggage System Improvements, Vertical Circulation & Central Plant Improvements, and A/S 1 FIS Improvements

The Aviation Authority was successful in recovering \$26.2 million in grant funding has been from TSA related to projects comprising the EDS system placed into service as a result of the Terror Attacks on 9/11.



ISSUES

The Principal amounts for 2010A are currently callable making them a candidate for refunding.

The TSA grant funds are available to contribute towards the redemption payments of the 2010A Series along with existing PFC fund balance on hand.

To use PFC for this purpose, the Aviation Authority is required to amend the FY24 Budget by the amount equal to the additional 2010A debt service payments currently calculated to be \$42,241,625.69 million.



FISCAL IMPACT

Below is a summary of estimated net debt service savings:

- Reduction of debt service \$ 68.6 million
- Redemption payments \$ 46.2 million
- Approximate net debt service savings \$ 22.4 million

The costs related to the execution of the redemption is estimated not to exceed \$100,000 to be funded from Operations and Maintenance Funds.



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RECOMMENDED ACTION

It is respectfully requested that the Aviation Authority Board resolve to accept the recommendation to:

- **Adopt the Authorizing Resolution providing for the redemption of certain series of bonds;**
- **Authorize amendments to the FY24 Debt Service Budget to reflect an amount equal to the additional debt service payments currently estimated to be \$42.2 million but, in any event, not exceed \$42.5 million;**
- **Approve the costs related to the execution of the redemption not to exceed \$100,000 to be funded from Operations and Maintenance Fund; and,**
- **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 redemption of such bonds, subject to satisfactory review by legal counsel, and to take other such actions as may be necessary or helpful for the redemption.**





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NEW BUSINESS ITEM H

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

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 enhancement 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)





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NEXT AVIATION AUTHORITY BOARD MEETING

JANUARY 17, 2023

