

**ADDENDUM NO. 67  
TO THE AGREEMENT DATED JANUARY 8, 2021  
BETWEEN THE GREATER ORLANDO AVIATION AUTHORITY  
AND RICONDO & ASSOCIATES, INC.**

**Project: Update to the Graphic Standards for Airline Tenants and Airline Service Providers, Orlando International Airport**

**THIS ADDENDUM** is effective this 19<sup>th</sup> day of June, 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 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 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 FIFTY-ONE THOUSAND TWO HUNDRED THIRTY-NINE AND NO/100 DOLLARS (\$151,239.00)**, broken down as follows:

|                               |             |                          |
|-------------------------------|-------------|--------------------------|
| <b>Professional Fees:</b>     | <b>NTE:</b> | <b>\$144,964.00</b>      |
| <b>Professional Fees:</b>     | <b>LS:</b>  | <b>\$0.00</b>            |
| <b>Reimbursable Expenses:</b> | <b>NTE:</b> | <b><u>\$6,275.00</u></b> |
| <b>Total:</b>                 |             | <b>\$151,239.00</b>      |

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. Aviation 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, Aviation 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 day of Jun 25, 2024.

**GREATER ORLANDO AVIATION AUTHORITY**

  
box SIGN 1V3Q39J4-46PZPK2W

By:

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

**Approved as to Form and Legality  
(for the benefit of GOAA only)  
this day of Jun 23, 2024**



By:

box SIGN 1BBRLK51-46PZPK2W

**NELSON MULLINS RILEY AND  
SCARBOROUGH, Legal Counsel  
Greater Orlando Aviation Authority**

**RICONDO & ASSOCIATES, INC**

  
box SIGN 4LWR3Z2Q-46PZPK2W

By:

Signature (Duly Authorized Rep.)

Pete Ricondo

Printed Name

Senior Vice President

Title



## **MEMORANDUM**

**TO:** Members of the Procurement Committee

**FROM:** Brad Friel, Sr. Vice President of Multi-Modal Planning and Environmental

**DATE:** June 11, 2024

## **ITEM DESCRIPTION**

Request for Recommendation to the Aviation Authority Board for Approval of an Addendum to the General Consulting Services Agreement with Ricondo & Associates, Inc. for an Update to the Graphic Standards for Airline Tenants and Airline Service Providers at Orlando International Airport (MCO).

## **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 Federal Aviation Administration (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**

The Consultant's proposal, dated May 9, 2024, is to update the Graphic Standards for Airline Tenants and Airline Service Providers at the Orlando International Airport (MCO or the Airport). Working with the Aviation Authority, Ricondo will review and update the current version of the Graphic Standards for Airline Tenants and Airline Service Providers (Rev. Aug 2014). This task will include analysis of the existing Graphic Standards document, existing Airline Tenant graphics and conditions at MCO, benchmarking and industry standards (such as ACRP), and recommendations for a new Graphic Standards document.

The analysis will be limited to the requirements for graphics within the Airline Tenants and Airline Service Providers lease spaces within the Landside and Airside Buildings. The Landside areas shall include the Departure Curbside Check-in area, Airline Check-in counter areas, Airline Ticket Offices (ATO) and the Baggage Claim Areas (including Baggage Service Office [BSO]). The Airside areas shall include the holdrooms, airline gate podia and queue areas and airline help desk areas, the boarding bridges and ramp level offices. The task does not include wayfinding within the Terminal or Terminal roadway signage.

## **EXHIBIT A**

The cumulative contract value of all addenda/amendments since the last approval by the Aviation Authority Board for the General Consulting Services Agreement with Ricondo & Associates exceeds the \$250,000 threshold; thus, this agenda item requires Board approval.

Upon completion of all required documentation, services will be effective no earlier than the Aviation Authority Board 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 \$151,239.00. Funding is from previously-approved Capital Expenditure Funds.

#### **RECOMMENDED ACTION**

It is respectfully requested that the Procurement 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 herein and amount as shown below:

|                                       |                     |
|---------------------------------------|---------------------|
| Not to Exceed Fees                    | \$144,964.00        |
| Lump Sum Fees                         | \$0.00              |
| Not to Exceed Expenses                | \$6,275.00          |
| <b>TOTAL</b>                          | <b>\$151,239.00</b> |
| CRI – Compliance Review Date          | DL 6/4/24           |
| CRI – Funding Eligibility Review Date | 6/4/24              |

May 9, 2024

Ms. Karla M. Carman  
Manager, Wayfinding & Signage Program  
Greater Orlando Aviation Authority  
One Jeff Fuqua Boulevard  
Orlando, FL 32827

RE: Updated Graphic Standards for Airline Tenants and Airline Service Providers

Orlando International Airport (MCO)

Scope of Work, Schedule and Budget

Dear Ms. Carman:

Ricondo & Associates, Inc. (Ricondo) appreciates the opportunity to submit this proposal to the Greater Orlando Aviation Authority (GOAA or the Aviation Authority) to update the Graphic Standards for Airline Tenants and Airline Service Providers at the Orlando International Airport (MCO or the Airport). Working with the Aviation Authority, Ricondo will review and update the current version of the Graphic Standards for Airline Tenants and Airline Service Providers (Rev. Aug 2014). This task will include analysis of the existing Graphic Standards document, existing Airline Tenant graphics and conditions at MCO, benchmarking and industry standards (such as ACRP), and recommendations for a new Graphic Standards document. The analysis will be limited to the requirements for graphics within the Airline Tenants and Airline Service Providers lease spaces within the Landside and Airside Buildings. The Landside areas shall include the Departure Curbside Check-in area, Airline Check-in counter areas, Airline Ticket Offices (ATO) and the Baggage Claim Areas (including Baggage Service Office [BSO]). The Airside areas shall include the holdrooms, airline gate podia and queue areas and airline help desk areas, the boarding bridges and ramp level offices. The task does not include wayfinding within the Terminal or Terminal roadway signage. We understand there is a current effort to update the branding at MCO and this task will, to the extent possible, incorporate and consider this effort.

Our team will include Gresham Smith as our Subject Matter Expert. Having been selected to write the ACRP 52; Wayfinding and Signing Guidelines for Airport Terminals and Landside, they are the industry leaders in this area. In addition, their portfolio of Experiential Design and Wayfinding at airports and having an office in Tampa, Florida makes this firm a very strong team member.

Other subconsultants include Carolyn Binder, CPA – She will be responsible for project control support services including the tracking of labor effort, progress reports, status updates, and coordination with the Aviation Authority staff for all related invoicing matters. Carolyn Binder, CPA is registered as a WBE, DBE, ACDBE, and SBE. Also included on the team is GSS (Graphic Support Services) – GSS will assist with graphics support and production. GSS is a DBE certified company.

### ***Scope of Work***

#### **Task 1 – Analyze Existing Graphic Standards**

The Ricondo Team will review and provide recommendations for modifications to the existing Airline Tenant Graphic Standards dated August 2014. We will review the contents of the existing document and recommend areas where revisions and or additions are recommended. The document is approximately ten years old at this time and the industry has significantly evolved regarding how the airlines communicate with its customers. Technology has impacted the way customers navigate through the Airport and how they interface with the airlines. Mobile devices and Airline applications are now the methods by which the vast majority of passengers access airline and airport information. This in turn affects the facility, equipment and expectations of the passengers. The revised standards must be made current and forward-looking regarding the role of technology in the airport environment. The current standard includes limited information and direction regarding 'LCD monitors' and 'Electronic Ticketing Devices', but the content is antiquated and does not align with the capabilities and extent of use that is currently seen in the industry.

The Ricondo Team will review each section of the existing standards for content and recommend revisions. The Team will also identify areas that are not currently addressed in the standard and will bring recommendations to the Authority through the Design Review Team (DRT) meetings.

#### **Task 2 – Benchmarking and Industry Standards**

Task 2 above is one component of aligning the new standard with the current industry best practices. The other components will be referencing ACRP Report 52 *Wayfinding and Signing Guidelines*, Report 161 *Guidelines for International Customers*, and Report 177 *Enhancing Wayfinding for Aging Travelers and Persons with Disabilities*. The Team will utilize Subject Matter Experts in this effort who are familiar with (and have participated in the development of) these standards to ensure the revised Graphic Standard is current with and anticipating future trends in the industry.

#### **Task 3 – Analyze and Document Existing Conditions**

This effort would examine the various conditions within the Airline Lease Spaces. There have been many improvements to the Airline Lease areas over the past 10 years. The Aviation Authority has reimaged the ticket counter back wall and incorporated an updated design to include continuous monitors interconnected using the Synect Passenger 360 system. Airlines have incorporated electronic ticketing machines for boarding passes, bag tagging/bag drop and check-in. Over the years, various airlines have presented and implemented upgrades to their lease spaces which are not referenced in the standards. These proposals have been addressed by the DRT on a case-by-case basis without the benefit of a standard. Having a current standard will provide the DRT with a basis for review and disposition to insure fairness and consistency throughout the Terminal.

The Ricondo Team will conduct site visits to document the existing conditions, noting the variety of approaches used by Airlines including equipment, queueing, layouts, etc. for the Airline Lease Areas outlined above. The Team will collect photographic examples of what has been implemented by various tenants and provide evaluations as to the effectiveness of the results. This will serve to foster discussions about revisions being considered and help shape the direction of the revised Graphic Standards.

#### **Task 4 – Recommendations for New Standards**

The Ricondo Team will synthesize these efforts into a revised Graphic Standard for Airline Tenants and Airline Service Providers. The new standards may or may not lend themselves to perpetuating the existing format. Some of the information gleaned from the research and industry standards may benefit from a more graphic approach to the document. Currently the standard is a technical document stating what is allowed; outlining 'what' to do. The Team may suggest a different format to include more graphics and elaborate more on the 'why' we are doing something. This approach may be beneficial in addressing design proposals that are outside of the strict interpretation of the standard and allow for a more elastic interpretation by DRT members.

It is anticipated that the new standard will be developed with input from and be reviewed with the DRT. Members of the DRT are all stakeholders and may have input based on experiences related to each of their own departments. One example is the request to adjust the heights of the totems in the ticket lobby. These were increased and it was determined that the new height had to be limited due to security sight lines. This input will be valuable in crafting a design standard that addresses both current and future needs. Other stakeholders include the Airlines and their service providers. As the end users and those most familiar with the needs of their customers, the airlines will have valuable information about not only the way they operate currently, but also where they are headed in the future.

The new standard may need to be reviewed by legal to verify that it does not conflict with current airline agreements. The new standard will address both static and digital signage and will contain renderings of images so that all users have visual references.

#### ***Timeline***

- Task 1-Analyze the existing Graphic Standards is anticipated to be a 3 week duration.
- Task 2-Document the existing Conditions is anticipated to be a 4 week duration.
- Task 3-Benchmarking and Industry Standards is anticipated to be a 3 week duration.
- Task 4-Developing the New Graphic Standard is anticipated to be a 5 week duration.
- Considering meetings and review times, the general duration is anticipated to be approximately 4 months

Ms. Karla Carman  
Greater Orlando Aviation Authority  
May 9, 2024  
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### ***Meetings***

Ricondo anticipates conducting bi-weekly meetings during the duration of this task. We anticipate 2 meetings with the DRT (1 progress and 1 final) and up to 4 break out meetings with SME. We have also included an industry meeting with the Airlines to get their input regarding the new standards.

### ***Deliverables***

Graphic Standards for Airline Tenants and Airline Service Providers in electronic format (PDF and/or Word document)

### ***Professional Fees***

Professional Fees for the above scope of work are Not to Exceed on an hourly basis as outlined in the chart below.

### ***Exclusions***

This proposal does not include the procurement and development of sign mockups for review by the DRT.

TABLE 1 – COST SUMMARY – LABOR AND REIMBURSABLE EXPENSES

| FIRM                              | COST             |
|-----------------------------------|------------------|
| Ricondo Labor                     | \$39,429         |
| Ricondo Expenses                  | N/A              |
| Gresham Smith Labor               | \$99,639         |
| Gresham Smith Expenses            | \$6,275          |
| Graphics Support Services Labor   | \$4,960          |
| Graphic Support Services Expenses | N/A              |
| Carolyn Binder, CPA Labor         | \$936            |
| Carolyn Binder, CPA Expenses      | N/A              |
| <b>TOTAL COSTS</b>                | <b>\$151,239</b> |

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](mailto:scarreau@ricondo.com).



Ms. Karla Carman  
Greater Orlando Aviation Authority  
May 9, 2024  
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Sincerely,

RICONDO & ASSOCIATES, INC.

Craig A Kirkwood

Craig A. Kirkwood  
Associate Director for  
Pete Ricondo, P.E.  
Senior Vice President

ENCLOSURES

C-Tables Hourly Not to Exceed Professional Fees  
Truth in Negotiation Form  
Gresham Smith Proposal Letter  
GSS Proposal Letter  
Carolyn Binder Proposal Letter

**EXHIBIT A - CONSULTANT'S COMPENSATION PROPOSAL**  
**TABLE C-1**  
**SUMMARY OF TOTAL CONTRACT VALUE**  
GRAPHIC STANDARDS FOR AIRLINE TENANTS AND AIRLINE SERVICE PROVIDERS

| Phase of Project:                                                                 | Analyze Existing Graphic Standards | Benchmarking and Industry Standards | Document Existing Conditions | Recommendations for New Airline Graphic Standards | TOTAL CONTRACT   |
|-----------------------------------------------------------------------------------|------------------------------------|-------------------------------------|------------------------------|---------------------------------------------------|------------------|
| <b>Update Graphic Standards for Airline Tenants and Airline Service Providers</b> |                                    |                                     |                              |                                                   |                  |
| 1.0 Lump Sum Fee:                                                                 |                                    |                                     |                              |                                                   |                  |
| 2.0 Not to Exceed Professional Fees:                                              | \$14,602                           | \$20,394                            | \$57,908                     | \$52,060                                          | <b>\$144,964</b> |
| 3.0 Not to Exceed Reimbursable Expenses:                                          |                                    |                                     | \$3,137                      | \$3,138                                           | <b>\$6,275</b>   |
| <b>4.0 TOTAL CONTRACT VALUE:</b>                                                  | <b>\$14,602</b>                    | <b>\$20,394</b>                     | <b>\$61,045</b>              | <b>\$55,198</b>                                   | <b>\$151,239</b> |
|                                                                                   |                                    |                                     |                              |                                                   |                  |
| Total Lump Sum Labor Hours:                                                       |                                    |                                     |                              |                                                   |                  |
| Total Not to Exceed Professional Labor Hours:                                     | 91                                 | 109                                 | 327                          | 283                                               | <b>810</b>       |
| <b>TOTAL LABOR HOURS:</b>                                                         | <b>91</b>                          | <b>109</b>                          | <b>327</b>                   | <b>283</b>                                        | <b>810</b>       |
| <b>Average Hourly Rate:</b>                                                       |                                    |                                     |                              |                                                   | <b>\$187</b>     |

**EXHIBIT A - CONSULTANT'S COMPENSATION PROPOSAL**  
**TABLE C-2**  
**SUMMARY OF NOT TO EXCEED PROFESSIONAL FEES**

| Phase of Project:                                                                 | Analyze Existing Graphic Standards |                 | Benchmarking and Industry Standards |                 | Document Existing Conditions |                 | Recommendations for New Airline Graphic Standards |                 | TOTAL       |                  |              |
|-----------------------------------------------------------------------------------|------------------------------------|-----------------|-------------------------------------|-----------------|------------------------------|-----------------|---------------------------------------------------|-----------------|-------------|------------------|--------------|
|                                                                                   | labor hours                        | Total Fee       | labor hours                         | Total Fee       | labor hours                  | Total Fee       | labor hours                                       | Total Fee       | labor hours | Cost             | Avg. Rate    |
| <b>Update Graphic Standards for Airline Tenants and Airline Service Providers</b> |                                    |                 |                                     |                 |                              |                 |                                                   |                 |             |                  |              |
| <b>Ricondo &amp; Associates, Inc.</b>                                             |                                    |                 |                                     |                 |                              |                 |                                                   |                 |             |                  |              |
| Not to Exceed Fee Subtotal                                                        | 12                                 | \$2,666         | 36                                  | \$8,274         | 50                           | \$11,944        | 71                                                | \$16,545        | 169         | \$39,429         | \$233        |
| <b>Gresham Smith</b>                                                              |                                    |                 |                                     |                 |                              |                 |                                                   |                 |             |                  |              |
| Not to Exceed Fee Subtotal                                                        | 79                                 | \$11,936        | 73                                  | \$12,120        | 277                          | \$45,964        | 164                                               | \$29,619        | 593         | \$99,639         | \$168        |
| <b>Graphics Support Services, Inc. (GSS)</b>                                      |                                    |                 |                                     |                 |                              |                 |                                                   |                 |             |                  |              |
| Not to Exceed Fee Subtotal                                                        |                                    |                 |                                     |                 |                              |                 | 40                                                | \$4,960         | 40          | \$4,960          | \$124        |
| <b>Carolyn Binder, CPA</b>                                                        |                                    |                 |                                     |                 |                              |                 |                                                   |                 |             |                  |              |
| Not to Exceed Fee Subtotal                                                        |                                    |                 |                                     |                 |                              |                 | 8                                                 | \$936           | 8           | \$936            | \$117        |
| <b>Total Not to Exceed Amount:</b>                                                | <b>91</b>                          | <b>\$14,602</b> | <b>109</b>                          | <b>\$20,394</b> | <b>327</b>                   | <b>\$57,908</b> | <b>283</b>                                        | <b>\$52,060</b> | <b>810</b>  | <b>\$144,964</b> | <b>\$179</b> |

**EXHIBIT A - CONSULTANT'S COMPENSATION PROPOSAL**  
**TABLE C-3**  
**BREAKDOWN OF NOT TO EXCEED PROFESSIONAL FEES**  
Ricondo Associates, Inc.

| <b>RICONDO &amp; ASSOCIATES, INC.</b>                                             |                |             | <b>SENIOR</b>   |                | <b>DIRECTOR</b> |                 | <b>DIRECTOR with Travel Premium</b> |                 | <b>TECHNICAL EDITOR</b> |                | <b>TOTAL</b> |                 |                    |
|-----------------------------------------------------------------------------------|----------------|-------------|-----------------|----------------|-----------------|-----------------|-------------------------------------|-----------------|-------------------------|----------------|--------------|-----------------|--------------------|
|                                                                                   | <b>OFFICER</b> |             | <b>DIRECTOR</b> |                | <b>DIRECTOR</b> |                 |                                     |                 |                         |                |              |                 |                    |
| <b>Rate (\$/Hour):</b>                                                            | <b>\$340</b>   |             | <b>\$295</b>    |                | <b>\$239</b>    |                 | <b>\$264</b>                        |                 | <b>\$138</b>            |                | <b>labor</b> |                 | <b>Avg. Hourly</b> |
| <b>Update Graphic Standards for Airline Tenants and Airline Service Providers</b> | <b>hours</b>   | <b>Cost</b> | <b>hours</b>    | <b>Cost</b>    | <b>hours</b>    | <b>Cost</b>     | <b>hours</b>                        | <b>Cost</b>     | <b>hours</b>            | <b>Cost</b>    | <b>hours</b> | <b>Cost</b>     | <b>Rate</b>        |
| <b>Analyze Existing Graphic Standards</b>                                         |                |             |                 |                |                 |                 |                                     |                 |                         |                |              |                 |                    |
| Review Existing Airline Graphic Standards                                         |                |             | 1               | \$239          | 2               | \$478           |                                     |                 |                         |                | 3            | \$717           | \$239              |
| Prepare Report                                                                    |                |             | 1               | \$239          | 2               | \$478           |                                     |                 | 2                       | \$276          | 5            | \$993           | \$199              |
| Internal Review                                                                   |                |             | 1               | \$239          | 1               | \$239           |                                     |                 |                         |                | 2            | \$478           | \$239              |
| Review Meeting with Owner                                                         |                |             | 1               | \$239          | 1               | \$239           |                                     |                 |                         |                | 2            | \$478           | \$239              |
| <b>Subtotal</b>                                                                   |                |             | <b>4</b>        | <b>\$956</b>   | <b>6</b>        | <b>\$1,434</b>  |                                     |                 | <b>2</b>                | <b>\$276</b>   | <b>12</b>    | <b>\$2,666</b>  | <b>\$222</b>       |
| <b>Benchmarking and Industry Standards</b>                                        |                |             |                 |                |                 |                 |                                     |                 |                         |                |              |                 |                    |
| Prepare Report                                                                    |                |             | 1               | \$295          | 1               | \$239           |                                     |                 | 8                       | \$1,104        | 10           | \$1,638         | \$164              |
| Meet with Airline Representatives                                                 |                |             | 2               | \$590          |                 |                 | 16                                  | \$4,224         |                         |                | 18           | \$4,814         | \$267              |
| Internal Review                                                                   |                |             | 1               | \$295          | 2               | \$478           |                                     |                 | 2                       | \$276          | 5            | \$1,049         | \$210              |
| Review Meeting with Owner                                                         |                |             | 1               | \$295          | 2               | \$478           |                                     |                 |                         |                | 3            | \$773           | \$258              |
| <b>Subtotal</b>                                                                   |                |             | <b>5</b>        | <b>\$1,475</b> | <b>5</b>        | <b>\$1,195</b>  | <b>16</b>                           | <b>\$4,224</b>  | <b>10</b>               | <b>\$1,380</b> | <b>36</b>    | <b>\$8,274</b>  | <b>\$230</b>       |
| <b>Document Existing Conditions</b>                                               |                |             |                 |                |                 |                 |                                     |                 |                         |                |              |                 |                    |
| Collect existing conditions drawings                                              |                |             |                 |                | 8               | \$1,912         |                                     |                 |                         |                | 8            | \$1,912         | \$239              |
| Field visit to document existing conditions                                       |                |             |                 |                |                 |                 | 24                                  | \$6,336         |                         |                | 24           | \$6,336         | \$264              |
| Assemble findings                                                                 |                |             | 1               | \$239          | 2               | \$478           |                                     |                 |                         |                | 3            | \$717           | \$239              |
| Prepare Report                                                                    |                |             | 1               | \$239          | 2               | \$478           |                                     |                 | 6                       | \$828          | 9            | \$1,545         | \$172              |
| Internal Review                                                                   |                |             | 1               | \$239          | 2               | \$478           |                                     |                 |                         |                | 3            | \$717           | \$239              |
| Review Meeting with Owner                                                         |                |             | 1               | \$239          | 2               | \$478           |                                     |                 |                         |                | 3            | \$717           | \$239              |
| <b>Subtotal</b>                                                                   |                |             | <b>4</b>        | <b>\$956</b>   | <b>16</b>       | <b>\$3,824</b>  | <b>24</b>                           | <b>\$6,336</b>  | <b>6</b>                | <b>\$828</b>   | <b>50</b>    | <b>\$11,944</b> | <b>\$239</b>       |
| <b>Recommendations for New Airline Graphic Standards</b>                          |                |             |                 |                |                 |                 |                                     |                 |                         |                |              |                 |                    |
| Preliminary Draft of new standards                                                |                |             | 2               | \$590          | 8               | \$1,912         |                                     |                 | 12                      | \$1,656        | 22           | \$4,158         | \$189              |
| Review Meeting with Owner                                                         |                |             | 2               | \$590          | 2               | \$478           |                                     |                 |                         |                | 4            | \$1,068         | \$267              |
| Incorporate Owner comments                                                        |                |             |                 |                | 2               | \$478           |                                     |                 |                         |                | 2            | \$478           | \$239              |
| Internal Review                                                                   |                |             | 1               | \$295          | 2               | \$478           |                                     |                 | 2                       | \$276          | 5            | \$1,049         | \$210              |
| Progress Meeting with Design Review Team                                          |                |             | 1               | \$295          |                 |                 | 16                                  | \$4,224         |                         |                | 17           | \$4,519         | \$266              |
| Internal Review                                                                   |                |             | 1               | \$295          | 2               | \$478           |                                     |                 | 2                       | \$276          | 5            | \$1,049         | \$210              |
| Present recommendation to DRT                                                     |                |             |                 |                |                 |                 | 16                                  | \$4,224         |                         |                | 16           | \$4,224         | \$264              |
| <b>Subtotal</b>                                                                   |                |             | <b>7</b>        | <b>\$2,065</b> | <b>16</b>       | <b>\$3,824</b>  | <b>32</b>                           | <b>\$8,448</b>  | <b>16</b>               | <b>\$2,208</b> | <b>71</b>    | <b>\$16,545</b> | <b>\$233</b>       |
| <b>TOTAL</b>                                                                      | <b>0</b>       | <b>\$0</b>  | <b>20</b>       | <b>\$5,452</b> | <b>43</b>       | <b>\$10,277</b> | <b>72</b>                           | <b>\$19,008</b> | <b>34</b>               | <b>\$4,692</b> | <b>169</b>   | <b>\$39,429</b> | <b>\$233</b>       |

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

| Gresham Smith                                                              | XDW Director |                 | Architect  |                 | Sr. Env. Graphic Designer |                 | Jr. Architect |                 | Jr. Env. Graphic Designer |                |            | TOTAL           |              |
|----------------------------------------------------------------------------|--------------|-----------------|------------|-----------------|---------------------------|-----------------|---------------|-----------------|---------------------------|----------------|------------|-----------------|--------------|
|                                                                            |              |                 | PM         |                 |                           |                 |               |                 |                           |                |            |                 |              |
| Rate (\$/Hour):                                                            | \$257        |                 | \$169      |                 | \$183                     |                 | \$122         |                 | \$74                      |                | labor      |                 | Avg. Hourly  |
| Update Graphic Standards for Airline Tenants and Airline Service Providers | hours        | Cost            | hours      | Cost            | hours                     | Cost            | hours         | Cost            | hours                     | Cost           | hours      | Cost            | Rate         |
| <b>Analyze Existing Graphic Standards</b>                                  |              |                 |            |                 |                           |                 |               |                 |                           |                |            |                 |              |
| Review Existing Airline Graphic Standards                                  | 6            | \$1,542         | 6          | \$1,014         | 4                         | \$732           | 4             | \$488           | 2                         | \$148          | 22         | \$3,924         | \$178        |
| Prepare Report                                                             | 2            | \$514           | 2          | \$338           | 4                         | \$732           | 4             | \$488           | 16                        | \$1,184        | 28         | \$3,256         | \$116        |
| Internal Review                                                            | 2            | \$514           | 2          | \$338           | 2                         | \$366           | 2             | \$244           | 2                         | \$148          | 10         | \$1,610         | \$161        |
| Review Meeting with Owner (Virtual)                                        | 2            | \$514           | 2          | \$338           | 2                         | \$366           | 2             | \$244           | 2                         | \$148          | 10         | \$1,610         | \$161        |
| Bi-weekly Team Meetings                                                    | 2            | \$514           | 2          | \$338           | 2                         | \$366           | 2             | \$244           | 1                         | \$74           | 9          | \$1,536         | \$171        |
| Subtotal                                                                   | 14           | \$3,598         | 14         | \$2,366         | 14                        | \$2,562         | 14            | \$1,708         | 23                        | \$1,702        | 79         | \$11,936        | \$151        |
| <b>Benchmarking and Industry Standards</b>                                 |              |                 |            |                 |                           |                 |               |                 |                           |                |            |                 |              |
| Research and Prepare Report                                                | 8            | \$2,056         | 8          | \$1,352         | 12                        | \$2,196         | 12            | \$1,464         | 4                         | \$296          | 44         | \$7,364         | \$167        |
| Internal Review                                                            | 2            | \$514           | 2          | \$338           | 2                         | \$366           | 2             | \$244           | 2                         | \$148          | 10         | \$1,610         | \$161        |
| Review Meeting with Owner (Virtual)                                        | 2            | \$514           | 2          | \$338           | 2                         | \$366           | 2             | \$244           | 2                         | \$148          | 10         | \$1,610         | \$161        |
| Bi-weekly Team Meetings                                                    | 2            | \$514           | 2          | \$338           | 2                         | \$366           | 2             | \$244           | 1                         | \$74           | 9          | \$1,536         | \$171        |
| Subtotal                                                                   | 14           | \$3,598         | 14         | \$2,366         | 18                        | \$3,294         | 18            | \$2,196         | 9                         | \$666          | 73         | \$12,120        | \$166        |
| <b>Document Existing Conditions</b>                                        |              |                 |            |                 |                           |                 |               |                 |                           |                |            |                 |              |
| Collect and Review existing conditions drawings (Ricondo)                  | 2            | \$514           | 6          | \$1,014         | 4                         | \$732           | 16            | \$1,952         | 4                         | \$296          | 32         | \$4,508         | \$141        |
| Field visit to document existing conditions                                | 24           | \$6,168         | 24         | \$4,056         | 24                        | \$4,392         | 24            | \$2,928         | 0                         | \$0            | 96         | \$17,544        | \$183        |
| Meet with Airline Representatives (In Person)                              | 4            | \$1,028         | 4          | \$676           | 4                         | \$732           | 4             | \$488           | 0                         | \$0            | 16         | \$2,924         | \$183        |
| Assemble findings                                                          | 6            | \$1,542         | 6          | \$1,014         | 16                        | \$2,928         | 16            | \$1,952         | 0                         | \$0            | 44         | \$7,436         | \$169        |
| Prepare Report                                                             | 8            | \$2,056         | 4          | \$676           | 16                        | \$2,928         | 16            | \$1,952         | 16                        | \$1,184        | 60         | \$8,796         | \$147        |
| Internal Review                                                            | 2            | \$514           | 2          | \$338           | 2                         | \$366           | 2             | \$244           | 2                         | \$148          | 10         | \$1,610         | \$161        |
| Review Meeting with Owner (Virtual)                                        | 2            | \$514           | 2          | \$338           | 2                         | \$366           | 2             | \$244           | 2                         | \$148          | 10         | \$1,610         | \$161        |
| Bi-weekly Team Meetings                                                    | 2            | \$514           | 2          | \$338           | 2                         | \$366           | 2             | \$244           | 1                         | \$74           | 9          | \$1,536         | \$171        |
| Subtotal                                                                   | 50           | \$12,850        | 50         | \$8,450         | 70                        | \$12,810        | 82            | \$10,004        | 25                        | \$1,850        | 277        | \$45,964        | \$166        |
| <b>Recommendations for New Airline Graphic Standards</b>                   |              |                 |            |                 |                           |                 |               |                 |                           |                |            |                 |              |
| Preliminary Draft of new standards                                         | 8            | \$2,056         | 8          | \$1,352         | 24                        | \$4,392         | 24            | \$2,928         | 0                         | \$0            | 64         | \$10,728        | \$168        |
| Review Meeting with Owner (Virtual)                                        | 2            | \$514           | 2          | \$338           | 2                         | \$366           | 2             | \$244           | 0                         | \$0            | 8          | \$1,462         | \$183        |
| Incorporate Owner comments                                                 | 4            | \$1,028         | 4          | \$676           | 8                         | \$1,464         | 8             | \$976           | 0                         | \$0            | 24         | \$4,144         | \$173        |
| Progress Meeting with Design Review Team (Virtual)                         | 4            | \$1,028         | 4          | \$676           | 4                         | \$732           | 4             | \$488           | 0                         | \$0            | 16         | \$2,924         | \$183        |
| Present recommendation to DRT (In Person)                                  | 16           | \$4,112         | 8          | \$1,352         | 8                         | \$1,464         | 8             | \$976           | 0                         | \$0            | 40         | \$7,904         | \$198        |
| Bi-weekly Team Meetings                                                    | 3            | \$771           | 3          | \$771           | 3                         | \$549           | 3             | \$366           | 0                         | \$0            | 12         | \$2,457         | \$205        |
| Subtotal                                                                   | 37           | \$9,509         | 29         | \$5,165         | 49                        | \$8,967         | 49            | \$5,978         | 0                         | \$0            | 164        | \$29,619        | \$181        |
| <b>TOTAL</b>                                                               | <b>115</b>   | <b>\$29,555</b> | <b>107</b> | <b>\$18,347</b> | <b>151</b>                | <b>\$27,633</b> | <b>163</b>    | <b>\$19,886</b> | <b>57</b>                 | <b>\$4,218</b> | <b>593</b> | <b>\$99,639</b> | <b>\$168</b> |

EXHIBIT A - CONSULTANT'S COMPENSATION PROPOSAL
TABLE C-5
BREAKDOWN OF NOT TO EXCEED PROFESSIONAL FEES
Graphics Support Services

| Graphics Support Services, Inc.                                            | SENIOR<br>GRAPHICS DESIGNER |         | TOTAL |         |             |
|----------------------------------------------------------------------------|-----------------------------|---------|-------|---------|-------------|
| Rate (\$/Hour):                                                            | \$124                       |         | labor |         | Avg. Hourly |
| Update Graphic Standards for Airline Tenants and Airline Service Providers | hours                       | Cost    | hours | Cost    | Rate        |
| Task                                                                       |                             |         |       |         |             |
| Graphics Support Services for Airline Signage and Graphic Standards        | 40                          | \$4,960 | 40    | \$4,960 | \$124       |
| Total Not to Exceed Professional Fees                                      | 40                          | \$4,960 | 40    | \$4,960 | \$124       |

EXHIBIT A - CONSULTANT'S COMPENSATION PROPOSAL
TABLE C-5
BREAKDOWN OF NOT TO EXCEED PROFESSIONAL FEES
Carolyn Binder, CPA

| Carolyn Binder, CPA                                                        | SENIOR<br>GRAPHICS DESIGNER |       | TOTAL |       |             |
|----------------------------------------------------------------------------|-----------------------------|-------|-------|-------|-------------|
| Rate (\$/Hour):                                                            | \$117                       |       | labor |       | Avg. Hourly |
| Update Graphic Standards for Airline Tenants and Airline Service Providers | hours                       | Cost  | hours | Cost  | Rate        |
| Task                                                                       |                             |       |       |       |             |
| Project Controls, Budgeting and Invoicing                                  | 8                           | \$936 | 8     | \$936 | \$117       |
| Total Not to Exceed Professional Fees                                      | 8                           | \$936 | 8     | \$936 | \$117       |

**EXHIBIT A - CONSULTANTS COMPENSATION PROPOSAL**  
**TABLE C -6**  
**BREAKDOWN OF NOT TO EXCEED REIMBURSABLE EXPENSES**

| EXPENSES:                                      | AMOUNT    |          |             |             |
|------------------------------------------------|-----------|----------|-------------|-------------|
| Ricondo & Associates                           |           |          |             |             |
| TASK 1                                         |           |          |             |             |
|                                                |           |          |             |             |
| Printing/Copying (Triangle Reprographics Inc.) | Size      | Rates    | Qty         | Subtotal    |
| Letter Size Printing Color                     | 8,5 x 11  | \$0.39   | 0           | \$0.00      |
| Large Format Color Printing                    | 36 x 24   | \$6.99   | 0           | \$0.00      |
| Ledger Size Color Printing                     | 11 x 17   | \$0.69   | 0           | \$0.00      |
| Color Document Production                      | booklet   | \$20.00  | 0           | \$0.00      |
| Presentation Boards and Mounting               | 30 x 42   | \$55.00  | 0           | \$0.00      |
| Courier                                        |           | \$104.00 | 0           | \$0.00      |
| Subtotal - Ricondo & Associates                |           |          |             | \$0.00      |
|                                                |           |          |             |             |
|                                                |           |          |             |             |
|                                                |           |          |             | \$0.00      |
|                                                |           |          |             |             |
|                                                |           |          |             |             |
| EXPENSES:                                      | AMOUNT    |          |             |             |
| Gresham Smith                                  |           |          |             |             |
|                                                |           |          |             |             |
| Travel - Estimated expenses (2 trips total)    | Amount    | Qty      | Subtotal    |             |
| Airfare                                        | \$ 800.00 | 2        | \$ 1,600.00 |             |
| Logding                                        | \$ 140.00 | 13       | \$ 1,820.00 |             |
| Meals                                          | \$ 69.00  | 13       | \$ 897.00   |             |
| Transportation (rental/uber/lyft/taxi)         | \$ 100.00 | 13       | \$ 1,300.00 |             |
| Mileage                                        | \$ 0.67   | 400      | \$ 268.00   |             |
| Parking (BNA and MCO)                          | \$ 30.00  | 13       | \$ 390.00   |             |
| Total - Gresham Smith                          |           |          |             | \$ 6,275.00 |

**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, Data Collection Support, Benchmarking & Outreach, Analyses & Recommendations | \$39,429.00         | N/A                    |
| Gresham Smith                       |         | N/A                 | Subject Matter Expert                                                                          | \$99,639.00         | N/A                    |
| Graphics Support Services (GSS)     |         | WBE                 | Graphics Support                                                                               | \$4,960.00          | 3.4%                   |
| Carolyn Binder, CPA                 |         | WBE                 | Project Controls                                                                               | \$936.00            | 0.6%                   |
|                                     |         |                     |                                                                                                |                     |                        |
| <b>TOTAL PROPOSED PARTICIPATION</b> |         |                     |                                                                                                | <b>\$144,964.00</b> | <b>4.1%</b>            |

**TABLE C-7c LDB PARTICIPATION SCHEDULE**

| NAME OF FIRM                        | ADDRESS |     | PROPOSED SCOPE OF SERVICES                                                                     | FEE                 | PROPOSED PARTICIPATION |
|-------------------------------------|---------|-----|------------------------------------------------------------------------------------------------|---------------------|------------------------|
| Ricondo & Associates, Inc.          |         | N/A | Prime consultant, Data Collection Support, Benchmarking & Outreach, Analyses & Recommendations | \$39,429.00         | N/A                    |
| Gresham Smith                       |         | N/A | Subject Matter Expert                                                                          | \$99,639.00         | N/A                    |
| Graphics Support Services           |         | WBE | Graphics Support                                                                               | \$4,960.00          | N/A                    |
| Carolyn Binder, CPA                 |         | LDB | Project Controls                                                                               | \$936.00            | 0.6%                   |
|                                     |         |     |                                                                                                |                     |                        |
| <b>TOTAL PROPOSED PARTICIPATION</b> |         |     |                                                                                                | <b>\$144,964.00</b> | <b>0.6%</b>            |

# EXHIBIT A - CONSULTANTS 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                              | \$350                |
| Ricondo & Associates           | Officer                                     | \$340                |
| Ricondo & Associates           | Senior Director                             | \$295                |
| Ricondo & Associates           | Director                                    | \$239                |
| Ricondo & Associates           | Manager                                     | \$180                |
| Ricondo & Associates           | Senior Consultant                           | \$139                |
| Ricondo & Associates           | Technical Editor                            | \$138                |
| Ricondo & Associates           | Senior Graphics Designer                    | \$134                |
| Ricondo & Associates           | Consultant                                  | \$93                 |
| Ricondo & Associates           | Graphic Designer                            | \$97                 |
| Ricondo & Associates           | Consultant                                  | \$93                 |
| Ricondo & Associates           | Technical Specialist                        | \$66                 |
|                                |                                             |                      |
| Gresham Smith                  | Project Executive                           | \$304.00             |
| Gresham Smith                  | Director Experiential Design and Wayfinding | \$257.00             |
| Gresham Smith                  | Architect                                   | \$169.00             |
| Gresham Smith                  | Sr. Environmental Graphic Designer          | \$183.00             |
| Gresham Smith                  | Environmental Graphic Designer              | \$130.00             |
| Gresham Smith                  | Jr. Environmental Graphic Designer          | \$74.00              |
| Gresham Smith                  | Jr. Architect                               | \$122.00             |
|                                |                                             |                      |
| Carolyn Binder, CPA            | CPA Project Controls                        | \$117.00             |
|                                |                                             |                      |
| Graphic Support Services, Inc. | Graphic Designer                            | \$124.00             |
|                                |                                             |                      |
|                                |                                             |                      |
|                                |                                             |                      |

## 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: 10/30/2023



April 22, 2024

Mr. Craig Kirkwood  
Associate Director  
RICONDO  
3504 Lake Lynda Drive, Suite 165  
Orlando, FL 32817

Subject: **PROPOSAL** - GOAA Airline Graphic Standards  
Orland, FL  
Gresham Smith Project No. 19256.88

Dear Craig:

On behalf of the Gresham Smith (GS) team we are pleased to present the scope of work and fee proposal to work with Ricondo and the Greater Orlando Airport Authority (GOAA) to update the GOAA Airline Graphic Standards within the airline leased spaces.

#### **Background**

Gresham Smith has extensive signing experience in the aviation industry. Our approach is sound in principle and proven in application with work that includes 14 of the top 30 airports in the US. This work includes ATL's International Terminal where we were responsible for every aspect of the customer signing and wayfinding experience from gateway to gate.



*ATL International Terminal*

*Genuine Ingenuity*

3615 Bromley Grand Avenue  
Suite 320  
Tampa, FL 33607  
813.251.6838

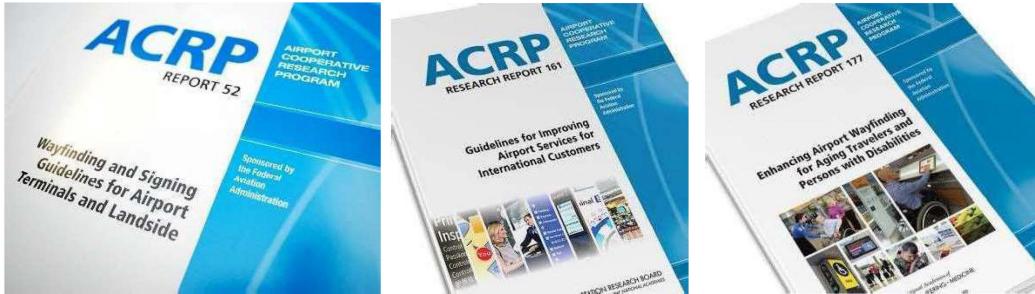
GreshamSmith.com

FL Qualifier No. AR0013420  
FL Registry No. RY3806



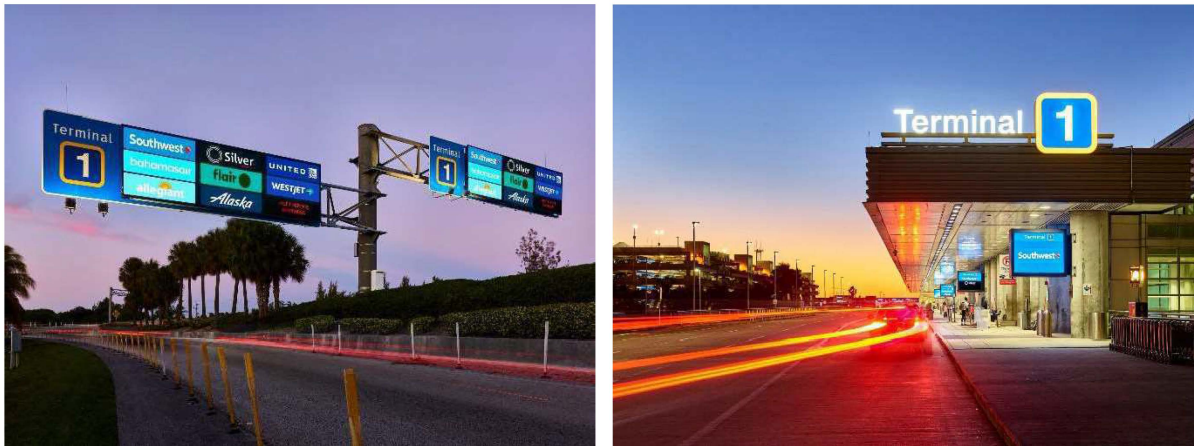
Mr. Craig Kirkwood  
April 22, 2024

Furthermore, Gresham Smith served as the principal investigator on ACRP Reports 52 and 177 and served as the signing and wayfinding subject matter expert on Report 161. The collective knowledge in these three reports represent industry leading research.



*Industry leading research*

We understand this service summary is focused on updating the standards based on current conditions at the Orlando International Airport (OIA) that has a blend of digital and static signage. Our team has the expertise to address a strategy and written guideline for both. We have worked with airports to develop strategies that support airline brands as well as generic airline naming conventions.



*Dynamic signing strategy for airline listings at FLL*

### Scope of Work & Methodologies

In response to the request for an Overview of the proposed updates to the Graphic Standards and Methodology for aligning the standards with current industry best practices we have developed the following scope of work:

Based on a review of the 2014 graphic standards and our conversations regarding the scope of work we would suggest the following methodologies that begin with a proven approach our team has used at many airports is the 3 L's of **Look**, **Listen** and **Learn**.

- We will **Look** to observe the current conditions at MCO to see firsthand what and how airline tenants' needs are being addressed.
- We **Listen** to GOAA and key stakeholders to understand the goals and needs of the project.



- Finally, we seek to **Learn** what is important to the customer. This last step is often overlooked but typically yields valuable information that can enhance the customer experience.

We will apply the **Look, Listen** and **Learn** approach as follows:

**1. Analyze Existing Graphic Standards**

- a. Initial review with GOAA to **Listen** so we have a clear understanding of the goals of this task and perceived gaps in the current standards – will use the current ToC as the basis for the review. Key is understanding how GOAA intends to use this document moving forward. Evaluation includes a three-part process:
  - i. How this aligns with airport operations
  - ii. Airline contractual requirements with GOAA
  - iii. Public facing customer needs.
- b. Prepare report with findings

**2. Benchmarking and Industry Standards**

- a. Research and review of other available airport standards
- b. Prepare report with findings

**3. Analyze and Document Existing Conditions**

- a. Map out the lease lines for the airlines on the curbside, and in the terminal landside and airside areas.
- b. Meet with key stakeholders as a group to understand their needs and goals. The understanding is the primary stakeholder group will be the DRT.
- c. Meet with airline representatives as a group to understand their needs.
- d. The next step is to **Look** and assess the current conditions for airline tenants and service providers in comparison to what is in the 2014 document. We use a very effective and cost-efficient tool of 360 photos to gather information needed.
- e. Review of current exhibits and identification of which exhibits need updates.
- f. Next, we want to take time to **Learn** what is important to the MCO customer. The simplest way to do this is working with GOAA, typically the Guest Experience group, to mine customer feedback for comments related to finding their airline and other support services relevant to airline naming.
- g. Establish the overarching criteria for each component and or area of the airline operation and how this overlays with GOAA's goals for this document.
- h. The current standard is very prescriptive in focusing on the “what” to do or not do. There is very little narrative on the “why”. The team will discuss with GOAA the benefits of including additional information that helps convey the intent of the airline graphic standards.
- i. Format – the team will review with GOAA options to updating the existing format.
- j. With this information we will develop an initial findings report that summarizes the proposed areas in need of updates. Ex: what is out of date – what is missing and how this aligns with how the airlines operate.
- k. Review and comment with GOAA to determine next steps.

**4. Recommendations for New Standards**

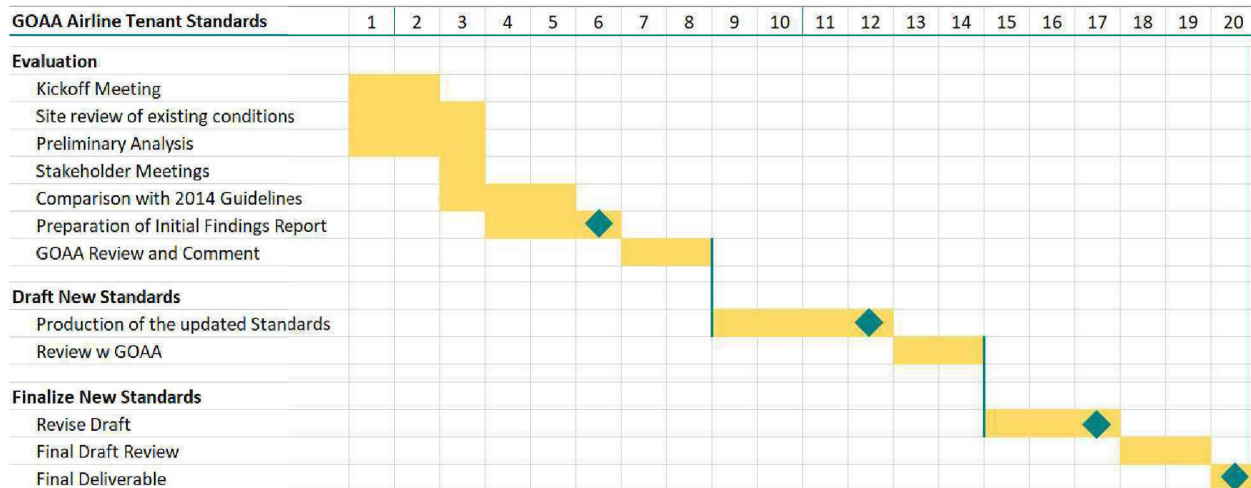
- a. Draft Standards - Based on GOAA feedback develop an updated Draft of the Airline Graphic Standards and exhibits.
- b. Review w GOAA
- c. Finalize Standards



Mr. Craig Kirkwood  
April 22, 2024

## Schedule

The projected timeline for the completion of the project, including priorities and key milestones is shown below. Upon receipt of the NTP we will prepare a revised schedule with calendar dates. We recommend bi-weekly team meetings to support efficient communication and help ensure the project stays on schedule.



## Professional Fee

The professional fee for the above scope of work is \$99,639.00 with estimated reimbursable expenses of \$6,275.00

### Exclusions:

Design efforts for new and or additional sign types not currently addressed in the 2014 document.  
Airline listings beyond the curbside and terminal airline lease lines.

### Summary

Gresham Smith is excited about partnering with Ricondo and GOAA to update the Airline Graphic Standards for OIA. Thank you for the opportunity and if you have any questions regarding this proposal, please let me know.

Sincerely,

Jim Harding  
Principal  
Director Experiential Design and Wayfinding

Cc: Ben Raposa – Gresham Smith  
David Park – Gresham Smith

**Gresham  
Smith**

## Scope of Services

## Greater Orlando Aviation Authority

Carolyn Binder, CPA, LLC's scope of work for the Greater Orlando Aviation Authority.

**Project Control Support Activities**

Carolyn Binder will be responsible for project control support services including, but not limited to,

- Reviewing billing/invoices/task authorizations/project budgets for clerical accuracy
- Tracking labor effort
- Creating progress reports internally and for GOAA management
- Coordinating with other subconsultants, Ricondo, and Aviation Authority staff for all related invoicing matters
- Providing status updates, as needed

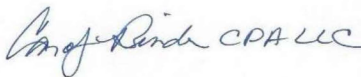
**Engagement Administration**

Carolyn Binder, CPA acknowledges that during the engagement she will have access to and become acquainted with various trade secrets, innovations, processes, information, records, and specifications owned or licensed by GOAA and Ricondo. Carolyn Binder, CPA agrees that she will not disclose any of the aforesaid, directly or indirectly, or use any of them in any manner, either during the term of this Agreement or at any time thereafter, except as required in the course of this engagement with the Airport.

**Proposal Price**

Our hourly rate to provide these services is **\$117/hour, with an anticipated budget of 8 hours = NTE \$936.00**

Sincerely,



Carolyn Binder  
Carolyn Binder, CPA, LLC  
9300 Conroy Windermere Road #2093  
Windermere, Florida 34786  
407-319-0301  
[www.bindercpafirm.com](http://www.bindercpafirm.com)



April 19, 2024

Dear Mr. Carreau:

Graphics Support Services, Inc. (dba) GSS Creative will assist Ricondo with all graphics support for the update of the airline signage and graphics standards. Please see our fees in Table C-5 of the proposal.

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

| GSS                                                                  | Senior Graphic Designer |                | TOTAL     |                |              |
|----------------------------------------------------------------------|-------------------------|----------------|-----------|----------------|--------------|
|                                                                      | \$124                   |                | labor     |                | Avg. Hourly  |
| Rate (\$/Hour):                                                      | hours                   | Cost           | hours     | Cost           | Rate         |
| Tasks                                                                |                         |                |           |                |              |
| Tasks                                                                |                         |                |           |                |              |
| Graphics Support Services for Airline Signage and Graphics Standards | 40                      | \$4,960        | 40        | \$4,960        | \$124        |
| <b>TOTAL NOT TO EXCEED PROFESSIONAL FEES:</b>                        | <b>40</b>               | <b>\$4,960</b> | <b>40</b> | <b>\$4,960</b> | <b>\$124</b> |

Respectfully,

Michelle Piette  
President  
Graphics Support Services, Inc.

## Addenda / Amendments Awarded per Agreement - Summary for Committee

### Ricondo & Associates, Inc. -- Agreement No. 202012-GC General Consulting Services Agreement

| Add | Amd | Proj.        | Description                                                                                                                                                      | PSC/CCM |          | Board    | Exec.    | PO#            | \$ Amount    | Cumul. per Add.<br>\$ Amount |
|-----|-----|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------|----------|----------|----------------|--------------|------------------------------|
| 000 | 000 | -            | General Consulting Services Agreement                                                                                                                            | PSC     |          | 12/09/20 | 01/08/21 |                | \$0.00       | \$0.00                       |
| 001 | 000 | -            | FY21 On-Call General Consulting Services                                                                                                                         | CCM     | 02/16/21 | NA       | 02/23/21 | 93305          | \$25,000.00  | \$25,000.00                  |
| 002 | 000 | -            | FY21 On-Site Planning Support Services                                                                                                                           | CCM     | 04/06/21 | NA       | 04/13/21 | 93378          | \$199,856.00 | \$199,856.00                 |
| 003 | 000 | -            | FY21 On-Call Signage Design and Consulting Serivces                                                                                                              | CCM     | 04/20/21 | NA       | 04/30/21 | 93379          | \$55,380.00  | \$55,380.00                  |
| 003 | 001 | -            | Additional FY21 On-Call Signage Design and Consulting Services                                                                                                   | CCM     | 08/24/21 | NA       | 09/15/21 | AMD<br>93379   | \$9,940.00   | \$65,320.00                  |
| 004 | 000 | W-S00116-MCO | W-S00116-MCO S TERM C, PH 1 - SUPPORT SVCS (OTHER COSTS)<br>FY21 Operational Readiness Staffing Support Services for W-S00116                                    | CCM     | 06/29/21 | NA       | 07/06/21 | 1006749        | \$66,800.00  | \$66,800.00                  |
| 004 | 001 | W-S00116-MCO | W-S00116-MCO S TERM C, PH 1 - SUPPORT SVCS (OTHER COSTS)<br>No Cost Time Adjustment to Provide FY21 Operational Readiness Staffing Support Services for W-S00116 | CCM     | 09/28/21 | NA       | 10/05/21 | AMD<br>1006749 | \$0.00       | \$66,800.00                  |
| 005 | 000 | -            | FY22 Engineering Support and Construction Oversight                                                                                                              | CCM     | 08/10/21 | NA       | 08/23/21 | 93760          | \$169,570.00 | \$169,570.00                 |
| 006 | 000 | -            | FY22 On-Call Utility Consulting Services                                                                                                                         | CCM     | 08/10/21 | NA       | 08/23/21 | 94006          | \$74,480.00  | \$74,480.00                  |
| 007 | 000 | -            | Professional Planning Consulting Services                                                                                                                        | CCM     | 08/10/21 | NA       | 08/23/21 | 93673          | \$9,956.00   | \$9,956.00                   |
| 008 | 000 | -            | FY22 On-Call Design Review Committee Support Services                                                                                                            | CCM     | 08/31/21 | NA       | 09/15/21 | 93763          | \$14,974.00  | \$14,974.00                  |
| 009 | 000 | -            | FY22 On-Call General Consulting Services                                                                                                                         | CCM     | 08/31/21 | NA       | 09/15/21 | 93829          | \$25,000.00  | \$25,000.00                  |
| 010 | 000 | -            | FY22 On-Site Planning Support Services                                                                                                                           | CCM     | 08/31/21 | 09/15/21 | 09/20/21 | 93833          | \$399,840.00 | \$399,840.00                 |
| 011 | 000 | -            | Capacity Analysis for Central Receiving and Distribution Center Sizing                                                                                           | CCM     | 09/07/21 | NA       | 09/28/21 | 93764          | \$69,652.00  | \$69,652.00                  |
| 012 | 000 | -            | FY22 Support Services for the Concessions Department                                                                                                             | CCM     | 09/28/21 | NA       | 10/05/21 | 93828          | \$44,440.00  | \$44,440.00                  |
| 013 | 000 | -            | FY22 On Call Signage Design and Consulting Services                                                                                                              | CCM     | 09/28/21 | NA       | 10/05/21 | 93834          | \$114,968.00 | \$114,968.00                 |
| 013 | 001 | -            | Additional FY22 On Call Signage Design and Consulting Services                                                                                                   | CCM     | 05/24/22 | NA       | 06/08/22 |                | \$59,860.00  | \$174,828.00                 |
| 013 | 002 | -            | Additional FY22 On Call Signage Design and Consulting Services                                                                                                   | CCM     | 08/23/22 | NA       | 08/31/22 |                | \$21,900.00  | \$196,728.00                 |
| 014 | 000 | -            | FY22 On-call Support Services for the Commercial Properties Department                                                                                           | CCM     | 11/23/21 | NA       | 12/07/21 | 94312          | \$25,776.00  | \$25,776.00                  |

## Addenda / Amendments Awarded per Agreement - Summary for Committee

|     |     |             |                                                                                                                               |     |          |          |          |           |              |              |
|-----|-----|-------------|-------------------------------------------------------------------------------------------------------------------------------|-----|----------|----------|----------|-----------|--------------|--------------|
| 015 | 000 | -           | South Terminal C PH1 Terminal Optimization Diagnostic for Possible Future Enhancements                                        | CCM | 12/14/21 | NA       | 01/04/22 | 94234     | \$237,945.00 | \$237,945.00 |
| 016 | 000 | -           | FY22 On-Call Airport Planning Consulting Services                                                                             | CCM | 01/04/22 | NA       | 01/19/22 | 94236     | \$24,930.00  | \$24,930.00  |
| 017 | 000 | W-00449-MCO | W-00449-MCO AVIATION-CENTRIC ECONOMIC DEVELOPMENT STUDY Preparation of Aviation-Centric Economic Development Study for W00449 | CCM | 02/08/22 | NA       | 03/30/22 | 1006991   | \$170,800.00 | \$170,800.00 |
| 018 | 000 | -           | Strategic Planning Consultant Services                                                                                        | CCM | 07/26/22 | 08/17/22 | 08/23/22 | 94926     | \$710,422.00 | \$710,422.00 |
| 018 | 001 | -           | Additional Strategic Planning Consultant Services for the Initial Implementation Phase of the 2023 Strategic Plan             | CCM | 11/07/23 | NA       | 11/09/23 |           | \$91,852.00  | \$802,274.00 |
| 018 | 002 | -           | Additional Strategic Planning Consultant Services for the Initial Implementation Phase of the 2023 Strategic Plan             | CCM | 04/02/24 | NA       | 04/04/24 |           | \$124,476.00 | \$926,750.00 |
| 019 | 000 | -           | FY 22 Operational Readiness General Consulting Services                                                                       | CCM | 08/09/22 | NA       | 08/23/22 | 94925     | \$46,238.00  | \$46,238.00  |
| 020 | 000 | -           | FY23 On Site Planning Support Services                                                                                        | CCM | 08/30/22 | 09/21/22 | 09/26/22 | 95293     | \$399,896.00 | \$399,896.00 |
| 020 | 001 | -           | Additional FY23 On-Site Planning Support Services                                                                             | PSC | 08/01/23 | NA       | 08/09/23 |           | \$39,960.00  | \$439,856.00 |
| 021 | 000 | -           | FY23 On Call Utility Consulting Services                                                                                      | CCM | 09/06/22 | NA       | 09/14/22 | 95294     | \$60,800.00  | \$60,800.00  |
| 022 | 000 | -           | FY23 On Call Signage Design and Consulting Services                                                                           | CCM | 09/13/22 | NA       | 10/24/22 | 95302     | \$114,968.00 | \$114,968.00 |
| 022 | 001 | -           | Additional FY23 On Call Signage Design and Consulting Services                                                                | PSC | 05/02/23 | 05/17/23 | 06/01/23 | AMD 95302 | \$76,040.00  | \$191,008.00 |
| 023 | 000 | -           | FY23 Operational Readiness General Consulting Services                                                                        | CCM | 09/27/22 | NA       | 10/20/22 | 95303     | \$64,694.00  | \$64,694.00  |
| 024 | 000 | -           | FY23 On-Call Design Review Committee (DRC) Support Services                                                                   | CCM | 10/04/22 | NA       | 10/20/22 | 95431     | \$15,828.00  | \$15,828.00  |
| 025 | 000 | -           | FY23 On Call Support Services for the Concessions Department                                                                  | CCM | 10/25/22 | NA       | 11/08/22 | 95630     | \$36,852.00  | \$36,852.00  |
| 026 | 000 | -           | FY23 On Call General Consulting Services                                                                                      | CCM | 10/25/22 | NA       | 11/08/22 | 95631     | \$25,000.00  | \$25,000.00  |
| 026 | 001 | -           | Additional FY23 On-Call General Consulting Services                                                                           | PSC | 05/23/23 | NA       | 05/25/23 | AMD 95631 | \$75,000.00  | \$100,000.00 |
| 026 | 002 | -           | Additional FY23 On-Call General Consulting Services                                                                           | PSC | 07/25/23 | NA       | 07/31/23 | AMD 95631 | \$25,000.00  | \$125,000.00 |
| 026 | 003 | -           | Additional FY23 On-Call General Consulting Services                                                                           | PSC | 08/22/23 | NA       | 08/30/23 |           | \$75,000.00  | \$200,000.00 |
| 027 | 000 | -           | FY23 On Call Airline Allocation Support Services                                                                              | CCM | 11/01/22 | NA       | 11/15/22 | 95629     | \$25,320.00  | \$25,320.00  |
| 028 | 000 | W-00465-MCO | W-00465-MCO MCO TERMINAL CONCESSIONS PLANNING Professional Consulting Services for W-465                                      | CCM | 11/15/22 | NA       | 12/07/22 | 1007203   | \$248,260.00 | \$248,260.00 |

## Addenda / Amendments Awarded per Agreement - Summary for Committee

|     |     |              |                                                                                                                                                     |     |          |          |          |         |              |                |
|-----|-----|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|----------|----------|---------|--------------|----------------|
| 028 | 001 | W-00465-MCO  | W-00465-MCO MCO TERMINAL CONCESSIONS PLANNING Additional Professional Consulting Services for W-465                                                 | CCM | 12/20/22 | NA       | 01/09/23 |         | \$247,406.00 | \$495,666.00   |
| 029 | 000 | -            | MCO Common Use Passenger Processing System (CUPPS) Evaluation Services                                                                              | CCM | 12/20/22 | NA       | 01/09/23 | 95678   | \$57,705.00  | \$57,705.00    |
| 030 | 000 | -            | FY23 On Call Support Services for the Commercial Properties Department                                                                              | CCM | 12/20/22 | NA       | 01/09/23 | 95671   | \$30,132.00  | \$30,132.00    |
| 031 | 000 | -            | FY23 On Call Operational Readiness Staffing and Support Services                                                                                    | CCM | 12/20/22 | NA       | 01/09/23 | 95672   | \$146,022.00 | \$146,022.00   |
| 032 | 000 | V-00986-MCO  | V-00986-MCO AS4 DELTA CLUB WINDOW REPLACEMENT (D/B) Design Criteria Package Preparation for V-986                                                   | CCM | 01/03/23 | NA       | 01/18/23 | 1007219 | \$11,726.00  | \$11,726.00    |
| 033 | 000 | W-S00116-MCO | W-S00116-MCO S TERM C, PH 1 - SUPPORT SVCS (OTHER COSTS) Professional Evaluation and Recommendation Services of Moving Walk Ways for W-S116         | CCM | 04/11/23 | NA       | 04/18/23 | 1007323 | \$73,988.00  | \$73,988.00    |
| 034 | 000 | V-00995-MCO  | V-00995-MCO REPLACEMENT OF ELEVATOR P58 AT AIRSIDE 4 (D/B) Design Criteria Package Preparation for V-955                                            | CCM | 04/11/23 | NA       | 04/18/23 | 1007434 | \$9,986.00   | \$9,986.00     |
| 035 | 000 | W-00474-MCO  | W-00474-MCO ELEVATOR/ESCALATOR/MOVING WALKWAY CAPITAL PLANNING SUPPORT Professional Consulting Services for W-474                                   | CCM | 04/25/23 | NA       | 04/27/23 | 1007349 | \$69,622.00  | \$69,622.00    |
| 036 | 000 | W-00475-MCO  | W-00475-MCO ELECTRIFICATION POLICY STUDY Professional Consulting Services for W-475                                                                 | CCM | 04/25/23 | NA       | 04/27/23 | 1007327 | \$235,781.00 | \$235,781.00   |
| 037 | 000 | W-00480-MCO  | W-00480-MCO NORTH TERMINAL CAPACITY AND FACILITY CONDITION ASSESSMENT Professional Consulting Services for W-480                                    | CCM | 06/06/23 | 06/21/23 | 06/22/23 | 1007386 | \$377,798.00 | \$377,798.00   |
| 038 | 000 | W-00481-MCO  | W-00481-MCO CONSOLIDATED RAC FACILITY PROGRAM ADVISORY, TECHNICAL AND BUSINESS PLAN SERVICES Professional Consulting Services                       | CCM | 06/13/23 | NA       | 06/20/23 | 1007400 | \$216,424.00 | \$216,424.00   |
| 038 | 001 | W-00481-MCO  | W-00481-MCO CONSOLIDATED RAC FACILITY PROGRAM ADVISORY, TECHNICAL AND BUSINESS PLAN SERVICES Additional Professional Consulting Services for W-0481 | CCM | 07/18/23 | 08/16/23 | 08/18/23 |         | \$944,282.00 | \$1,160,706.00 |
| 039 | 000 | -            | Aviation Authority Solicitation Development Services for the Aviation Authority's Enterprise Digital Content Ecosystem                              | PSC | 08/01/23 | NA       | 08/09/23 | 96397   | \$127,904.00 | \$127,904.00   |

## Addenda / Amendments Awarded per Agreement - Summary for Committee

|     |     |              |                                                                                                                                                                   |     |          |          |          |         |                |                |
|-----|-----|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|----------|----------|---------|----------------|----------------|
| 040 | 000 | -            | FY24 On Call Operational Readiness Staffing and Support Services                                                                                                  | PSC | 09/05/23 | 09/27/23 | 10/04/23 | 96654   | \$205,506.00   | \$205,506.00   |
| 041 | 000 | -            | Solicitation Development Services for the Aviation Authority's Enterprise Digital Content Ecosystem                                                               | PSC | 09/12/23 | 09/27/23 | 10/04/23 | 96527   | \$94,268.00    | \$94,268.00    |
| 042 | 000 | -            | FY24 On-Call Airline Reallocation Support Services                                                                                                                | PSC | 09/12/23 | 09/27/23 | 10/04/23 | 96656   | \$65,060.00    | \$65,060.00    |
| 043 | 000 | W-00489-MCO  | W-00489-MCO NORTH TERMINAL COMPLEX BAGGAGE HANDLING SYSTEM EVALUATION Professional Consulting Services for W-489                                                  | CCM | 10/03/23 | 10/18/23 | 10/26/23 | 1007556 | \$314,799.00   | \$314,799.00   |
| 044 | 000 | -            | FY24 On-Call General Consulting Services                                                                                                                          | PSC | 10/05/23 | 10/18/23 | 10/26/23 | 96749   | \$50,000.00    | \$50,000.00    |
| 044 | 001 | -            | Additional FY24 On-Call General Consulting Services                                                                                                               | PSC | 01/09/24 | NA       | 01/12/24 |         | \$50,000.00    | \$100,000.00   |
| 044 | 002 | -            | Additional FY24 On-Call General Consulting Services                                                                                                               | PSC | 04/02/24 | 04/24/24 | 04/25/24 |         | \$80,000.00    | \$180,000.00   |
| 045 | 000 | -            | FY24 On-Call Signage Design and Consulting Services                                                                                                               | PSC | 10/05/23 | 10/18/23 | 10/26/23 | 96683   | \$121,294.00   | \$121,294.00   |
| 046 | 000 | -            | FY24 On-Call Utility Consulting Services                                                                                                                          | PSC | 10/05/23 | 10/18/23 | 10/26/23 | 96874   | \$31,444.00    | \$31,444.00    |
| 047 | 000 | -            | Noise Office Support                                                                                                                                              | PSC | 10/05/23 | 10/18/23 | 10/30/23 | 97376   | \$199,889.00   | \$199,889.00   |
| 048 | 000 | W-S00211-MCO | W-S00211-MCO TERMINAL C, PHASE 2 PROGRAM DEFINITION DOCUMENT DEVELOPMENT Development of the Program Definition Document (POD) for the Terminal C, Phase 2 Program | CCM | 10/10/23 | 10/18/23 | 10/26/23 | 1007489 | \$1,090,217.00 | \$1,090,217.00 |
| 048 | 001 | W-S00211-MCO | W-S00211-MCO TERMINAL C, PHASE 2 PROGRAM DEFINITION DOCUMENT DEVELOPMENT Additional Concept Planning Services for W-S00211                                        | CCM | 04/30/24 | 05/15/24 | 05/23/24 |         | \$1,018,559.00 | \$2,108,776.00 |
| 049 | 000 | V-00995-MCO  | V-00995-MCO REPLACEMENT OF ELEVATOR P58 AT AIRSIDE 4 (D/B) Bid and Award Services for V-00995                                                                     | CCM | 10/10/23 | NA       | 11/09/23 | 1007490 | \$16,730.00    | \$16,730.00    |
| 050 | 000 | -            | FY24 On-Call Support Services for Commercial Properties Department                                                                                                | PSC | 11/07/23 | NA       | 11/09/23 | 97033   | \$31,260.00    | \$31,260.00    |
| 051 | 000 | W-S00211-MCO | W-S00211-MCO TERMINAL C, PHASE 2 PROGRAM DEFINITION DOCUMENT DEVELOPMENT Terminal C Phase 2 Written Reevaluation                                                  | CCM | 11/14/23 | NA       | 11/21/23 | 1007494 | \$71,219.00    | \$71,219.00    |
| 052 | 000 | W-00496-MCO  | W-00496-MCO NORTH TERMINAL REFRESH DESIGN SERVICES North Terminal Refresh for Airsides 1, 2, and 3 Restroom Improvements                                          | CCM | 11/21/23 | NA       | 11/29/23 | 1007572 | \$195,303.00   | \$195,303.00   |
| 052 | 001 | W-00496-MCO  | W-00496-MCO NORTH TERMINAL REFRESH DESIGN SERVICES Additional Estimating Services for W-496                                                                       | CCM | 01/23/24 | NA       | 01/25/24 |         | \$97,772.00    | \$293,075.00   |

## Addenda / Amendments Awarded per Agreement - Summary for Committee

|     |     |             |                                                                                                                                                                                        |     |          |          |          |         |              |              |
|-----|-----|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|----------|----------|---------|--------------|--------------|
| 052 | 002 | W-00496-MCO | W-00496-MCO NORTH TERMINAL REFRESH DESIGN SERVICES<br>Additional Services for W-496 North Terminal Refresh for Airsides 1, 2, and 3 Restroom Improvements                              | CCM | 03/26/24 | NA       | 03/28/24 |         | \$226,386.00 | \$519,461.00 |
| 052 | 003 | W-00496-MCO | W-00496-MCO NORTH TERMINAL REFRESH DESIGN SERVICES<br>Incorporating Improvements on the 70s Wing at AS4 Into the Design Criteria Package for W-496                                     | CCM | 05/14/24 | NA       | 05/24/24 |         | \$19,802.00  | \$539,263.00 |
| 052 | 004 | W-00496-MCO | W-00496-MCO NORTH TERMINAL REFRESH DESIGN SERVICES<br>Update of the Tenant Design Criteria Manual for W-496                                                                            | CCM | 05/14/24 | 06/19/24 |          |         | \$453,816.00 | \$993,079.00 |
| 053 | 000 | -           | Interim Update of the Orlando International Airport (MCO) Airport Layout Plan                                                                                                          | PSC | 11/21/23 | 12/13/23 | 12/14/23 | 97020   | \$13,840.00  | \$13,840.00  |
| 054 | 000 | -           | Parking Capacity Analysis                                                                                                                                                              | PSC | 11/21/23 | 12/13/23 | 12/14/23 | 97039   | \$83,504.00  | \$83,504.00  |
| 055 | 000 | -           | Parking Pricing Study                                                                                                                                                                  | PSC | 11/21/23 | 12/13/23 | 12/20/23 | 97042   | \$87,100.00  | \$87,100.00  |
| 056 | 000 | -           | FY24 On Call Support Services for Concessions Department                                                                                                                               | PSC | 12/19/23 | NA       | 12/27/23 |         | \$47,440.00  | \$47,440.00  |
| 057 | 000 | V-00995-MCO | V-00995-MCO REPLACEMENT OF ELEVATOR P58 AT AIRSIDE 4 (D/B)<br>Construction Administration Services for V-995                                                                           | CCM | 01/02/24 | NA       | 01/04/24 | 1007526 | \$96,588.00  | \$96,588.00  |
| 058 | 000 | W-00503-MCO | W-00503-MCO EXPANSION OF CKPT A, New End-AROUND TAXIWAY & SERVICE RD REALIGNMENT<br>Study for W503                                                                                     | CCM | 01/09/24 | NA       | 01/10/24 | 1007560 | \$53,086.00  | \$53,086.00  |
| 059 | 000 | -           | FY24 On-Call General Consulting Services                                                                                                                                               | PSC | 01/09/24 | NA       | 01/12/24 | 97045   | \$10,000.00  | \$10,000.00  |
| 060 | 000 | W-00500-ORL | W-00500-ORL ORL MASTER PLAN UPDATE<br>W-00500 Master Plan Update Services                                                                                                              | CCM | 01/23/24 | 02/21/24 | 02/23/24 | 1007646 | \$795,886.00 | \$795,886.00 |
| 061 | 000 | -           | Support Services for the Advanced Air Mobility Taskforce                                                                                                                               | PSC | 02/27/24 | NA       | 03/04/24 |         | \$59,139.00  | \$59,139.00  |
| 062 | 000 | -           | FY24 On-Call Support Services for the Airline Relations Department                                                                                                                     | PSC | 03/12/24 | NA       | 03/18/24 | 97379   | \$58,250.00  | \$58,250.00  |
| 063 | 000 | -           | Support Services for the Modeling of Passenger Flows and Bus Operations during the Maintenance of the Airsides 2 and 4 Automated People Mover (APM) Systems                            | PSC | 03/12/24 | NA       | 03/18/24 | 97381   | \$129,650.00 | \$129,650.00 |
| 064 | 000 | -           | Passenger Intercept Surveys                                                                                                                                                            | PSC | 04/02/24 | 04/24/24 | 04/25/24 |         | \$22,954.00  | \$22,954.00  |
| 065 | 000 | W-00496-MCO | W-00496-MCO NORTH TERMINAL REFRESH DESIGN SERVICES<br>Reviewing and Reporting on the Existing Infrastructure for Future Concessions Spaces at the Landside Terminals A and B for W-496 | CCM | 05/14/24 | NA       | 05/24/24 |         | \$119,384.00 | \$119,384.00 |

**Addenda / Amendments Awarded per Agreement - Summary for Committee**

|     |     |             |                                                                                                                                                                                                               |     |          |    |  |              |              |
|-----|-----|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|----|--|--------------|--------------|
| 065 | 001 | W-00496-MCO | W-00496-MCO NORTH TERMINAL<br>REFRESH DESIGN SERVICES<br>Additional Reviewing and Reporting<br>on the Existing Infrastructure for<br>Future Concessions Spaces at the<br>Landside Terminals A and B for W-496 | CCM | 05/28/24 | NA |  | \$191,230.00 | \$310,614.00 |
|-----|-----|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|----|--|--------------|--------------|

*Total for Ricondo & Associates, Inc. for Agreement No. 202012-GC* \$12,826,824.00

## ***Addenda / Amendments Awarded per Agreement - Summary for Committee***

### **Addenda / Amendments in Chronological Order**

| PSC      | Board    | Add # | Amd # | \$ Amt       | Cumulative     |
|----------|----------|-------|-------|--------------|----------------|
| 05/02/23 | 05/17/23 | 022   | 001   | \$76,040.00  | \$76,040.00    |
| 05/23/23 |          | 026   | 001   | \$75,000.00  | \$151,040.00   |
| 07/25/23 |          | 026   | 002   | \$25,000.00  | \$176,040.00   |
| 08/01/23 |          | 020   | 001   | \$39,960.00  | \$216,000.00   |
| 08/01/23 |          | 039   | 000   | \$127,904.00 | \$343,904.00   |
| 08/22/23 |          | 026   | 003   | \$75,000.00  | \$418,904.00   |
| 09/05/23 | 09/27/23 | 040   | 000   | \$205,506.00 | \$624,410.00   |
| 09/12/23 | 09/27/23 | 041   | 000   | \$94,268.00  | \$718,678.00   |
| 09/12/23 | 09/27/23 | 042   | 000   | \$65,060.00  | \$783,738.00   |
| 10/05/23 | 10/18/23 | 044   | 000   | \$50,000.00  | \$833,738.00   |
| 10/05/23 | 10/18/23 | 045   | 000   | \$121,294.00 | \$955,032.00   |
| 10/05/23 | 10/18/23 | 046   | 000   | \$31,444.00  | \$986,476.00   |
| 10/05/23 | 10/18/23 | 047   | 000   | \$199,889.00 | \$1,186,365.00 |
| 11/07/23 |          | 050   | 000   | \$31,260.00  | \$1,217,625.00 |
| 11/21/23 | 12/13/23 | 053   | 000   | \$13,840.00  | \$1,231,465.00 |
| 11/21/23 | 12/13/23 | 054   | 000   | \$83,504.00  | \$1,314,969.00 |
| 11/21/23 | 12/13/23 | 055   | 000   | \$87,100.00  | \$1,402,069.00 |
| 12/19/23 |          | 056   | 000   | \$47,440.00  | \$1,449,509.00 |
| 01/09/24 |          | 044   | 001   | \$50,000.00  | \$1,499,509.00 |
| 01/09/24 |          | 059   | 000   | \$10,000.00  | \$1,509,509.00 |
| 02/27/24 |          | 061   | 000   | \$59,139.00  | \$1,568,648.00 |
| 03/12/24 |          | 062   | 000   | \$58,250.00  | \$1,626,898.00 |
| 03/12/24 |          | 063   | 000   | \$129,650.00 | \$1,756,548.00 |
| 04/02/24 | 04/24/24 | 044   | 002   | \$80,000.00  | \$1,836,548.00 |
| 04/02/24 | 04/24/24 | 064   | 000   | \$22,954.00  | \$1,859,502.00 |

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## ***Addenda / Amendments Awarded per Agreement - Summary for Committee***

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ATTACHMENT A

FINANCE FORM

|                         |                                        |                             |                             |
|-------------------------|----------------------------------------|-----------------------------|-----------------------------|
| Date:                   | May 28, 2024                           | Requestor's Extension:      | x3139                       |
| Requestor's Name:       | Brad Friel                             | Preparer's Extension:       | X4392                       |
| Preparer's Name:        | Karla Carman                           | Solicitation #:             | N/A                         |
| Requestor's Department: | Multi-Modal Planning and Environmental | Contract # / Name:          | General Consulting Services |
| Description:            | Tenant Graphics Update                 | Procurement Committee Date: | June 11, 2024               |
| Vendor:                 | Ricondo & Associates, Inc.             | Agenda Item #:              |                             |

NON-PROJECT FUNDS: CAPEX

| Account Code Format:<br>xxx.xxx.xxx.xxxxxxx.xxx.xxxx<br>xx | FY 23<br>Amount | FY24<br>Amount | FY25<br>Amount | FY26<br>Amount | FY27<br>Amount | TOTAL<br>CONTRACT |
|------------------------------------------------------------|-----------------|----------------|----------------|----------------|----------------|-------------------|
| 308.711.170.5310005.000.50<br>1610                         |                 | \$151,239.00   |                |                |                |                   |
|                                                            |                 |                |                |                |                |                   |
|                                                            |                 |                |                |                |                |                   |
|                                                            |                 |                |                |                |                |                   |
|                                                            |                 |                |                |                |                |                   |
| Total Requisition:                                         |                 | \$151,239.00   |                |                |                |                   |
| Requisition Number:                                        |                 | 97076          |                |                |                |                   |
|                                                            |                 |                |                |                |                |                   |
|                                                            |                 |                |                |                |                |                   |
| Funding Approver:                                          | Andrea Harper   |                |                |                |                |                   |
| OMB Notes:                                                 |                 |                |                |                |                |                   |
|                                                            |                 |                |                |                |                |                   |

| Number | Description                        | Approval Status | Creation Date       | Currency | Total      | Preparer       | Reserved                            |
|--------|------------------------------------|-----------------|---------------------|----------|------------|----------------|-------------------------------------|
| 97076  | PC 06/11/24 Tenant Graphics Update | In Process      | 30-MAY-2024 17:56:1 | USD      | 151,239.00 | Wages, Alice M | <input checked="" type="checkbox"/> |



**MEMORANDUM**

TO: Members of the Procurement Committee

FROM: Edelis Molina, Manager Small Business Programs

DATE: June 11, 2024

**ITEM DESCRIPTION**

Request for Recommendation to the Aviation Authority Board for Approval of an Addendum to the General Consulting Services Agreement with Ricondo & Associates, Inc. for an Update to the Graphic Standards for Airline Tenants and Airline Service Providers at Orlando International Airport (MCO)

**SMALL BUSINESS**

We have reviewed the qualifications of the subject contract's MWBE/LDB/VBE specifications and have determined that Ricondo & Associates, Inc. proposes 3.9% MWBE participation in this addendum. 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) 825-7179

Address: One Jeff Fuqua Boulevard, Orlando, FL 32827

Project Name & Number: Request for Recommendation to the Aviation Authority Board for Approval of an Addendum to the General Consulting Services Agreement with Ricondo & Associates, Inc. for an Update to the Graphic Standards for Airline Tenants and Airline Service Providers at Orlando International Airport (MCO)

**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        | _____        |
| <b>Total MWBE Participation</b> | <b>-</b> | <b>Actual Result</b> | <b>_____</b> |

**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: \$151,239.00

**5. MWBE Goal by Group Representation:**

|                                 |                 |                      |             |
|---------------------------------|-----------------|----------------------|-------------|
| Asian Pacific American          | -               | Actual Result        | 0.0%        |
| Asian Subcontinent American     | -               | Actual Result        | 0.0%        |
| Black American                  | -               | Actual Result        | 0.0%        |
| Caucasian Female American       | 5,896.00        | Actual Result        | 3.9%        |
| Hispanic American               | -               | Actual Result        | 0.0%        |
| Native American                 | -               | Actual Result        | 0.0%        |
| Other                           | -               | Actual Result        | 0.0%        |
| <b>Total MWBE Participation</b> | <b>5,896.00</b> | <b>Actual Result</b> | <b>3.9%</b> |

**6.b. Engineering / Professional Service Firm Information:**

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

**6.b. Name and Address of MWBE Subconsultant**

Name: Please see attached  
Address: \_\_\_\_\_  
City, State, Zip: \_\_\_\_\_  
Telephone: \_\_\_\_\_

**6.c. \*Identity:** \_\_\_\_\_

Work Item(s): \_\_\_\_\_

Amount of Subcontract \_\_\_\_\_

Percent of Prime Contract (%): \_\_\_\_\_

\* 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)

|                                                |                                                                                                                                                                                                                                                                                                     |                                                   |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| MWBE Subcontractor/Subconsultant Certification |                                                                                                                                                                                                                                                                                                     |                                                   |
| Project Name & Number:                         | Request for Recommendation to the Aviation Authority Board for Approval of an Addendum to the General Consulting Services Agreement with Ricondo & Associates, Inc. for an Update to the Graphic Standards for Airline Tenants and Airline Service Providers at Orlando International Airport (MCO) |                                                   |
| Prime Firm:                                    | Ricondo & Associates, Inc.                                                                                                                                                                                                                                                                          |                                                   |
| Addendum Amount:                               | \$151,239.00                                                                                                                                                                                                                                                                                        |                                                   |
| Company Name                                   | Carolyn Binder CPA, LLC                                                                                                                                                                                                                                                                             | Graphics Support Services, Inc., DBA GSS Creative |
| Address                                        | 3674 Winding Lake Circle                                                                                                                                                                                                                                                                            | 20 N Clark St Suite 1500                          |
| City, State, Zip                               | Orlando, FL 32835                                                                                                                                                                                                                                                                                   | Chicago, IL 60602                                 |
| Phone                                          | 407-319-0301                                                                                                                                                                                                                                                                                        | 312-553-2111                                      |
| Identity                                       | Caucasian Female American                                                                                                                                                                                                                                                                           | Caucasian Female American                         |
| Work Item                                      | Project Controls                                                                                                                                                                                                                                                                                    | Graphics support                                  |
| Amount of Subcontract                          | \$936.00                                                                                                                                                                                                                                                                                            | 4,960.00                                          |
| Percentage                                     | 0.6%                                                                                                                                                                                                                                                                                                | 3.3%                                              |
| Company Name                                   |                                                                                                                                                                                                                                                                                                     |                                                   |
| Address                                        |                                                                                                                                                                                                                                                                                                     |                                                   |
| City, State, Zip                               |                                                                                                                                                                                                                                                                                                     |                                                   |
| Phone                                          |                                                                                                                                                                                                                                                                                                     |                                                   |
| Identity                                       |                                                                                                                                                                                                                                                                                                     |                                                   |
| Work Item                                      |                                                                                                                                                                                                                                                                                                     |                                                   |
| Amount of Subcontract                          |                                                                                                                                                                                                                                                                                                     |                                                   |
| Percentage                                     |                                                                                                                                                                                                                                                                                                     |                                                   |
| Company Name                                   |                                                                                                                                                                                                                                                                                                     |                                                   |
| Address                                        |                                                                                                                                                                                                                                                                                                     |                                                   |
| City, State, Zip                               |                                                                                                                                                                                                                                                                                                     |                                                   |
| Phone                                          |                                                                                                                                                                                                                                                                                                     |                                                   |
| Identity                                       |                                                                                                                                                                                                                                                                                                     |                                                   |
| Work Item                                      |                                                                                                                                                                                                                                                                                                     |                                                   |
| Amount of Subcontract                          |                                                                                                                                                                                                                                                                                                     |                                                   |
| Percentage                                     |                                                                                                                                                                                                                                                                                                     |                                                   |
| Company Name                                   |                                                                                                                                                                                                                                                                                                     |                                                   |
| Address                                        |                                                                                                                                                                                                                                                                                                     |                                                   |
| City, State, Zip                               |                                                                                                                                                                                                                                                                                                     |                                                   |
| Phone                                          |                                                                                                                                                                                                                                                                                                     |                                                   |
| Identity                                       |                                                                                                                                                                                                                                                                                                     |                                                   |
| Work Item                                      |                                                                                                                                                                                                                                                                                                     |                                                   |
| Amount of Subcontract                          |                                                                                                                                                                                                                                                                                                     |                                                   |
| Percentage                                     |                                                                                                                                                                                                                                                                                                     |                                                   |
|                                                | \$5,896.00                                                                                                                                                                                                                                                                                          | 3.9%                                              |
|                                                | \$151,239.00                                                                                                                                                                                                                                                                                        |                                                   |



## **MEMORANDUM**

TO: Members of the Aviation Authority

FROM: Marquez Griffin, Vice Chair, Procurement Committee

DATE: June 19, 2024

## **ITEM DESCRIPTION**

Recommendation of the Procurement Committee to Approve Multiple Addenda to the General Consulting Services Agreement with Ricondo & Associates, Inc. (Ricondo) at the Orlando International Airport (MCO)

## **BACKGROUND**

On December 9, 2020, the Aviation Authority Board approved the General Consulting Services Agreement with Ricondo, following a competitive award process in compliance with state statutes and Aviation Authority policies.

The agreement is structured as a no-cost base agreement with negotiated hourly rates. Services that are within the advertised scope are negotiated on an as-needed or annual basis, and awarded as addenda to the base agreement. The scope of advertised services includes 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.

As of May 2024, a total of 65 addenda, and applicable amendments, to the General Consulting Services Agreement with Ricondo & Associates, Inc. have been approved. A summary of these approvals can be provided upon request.

## **ISSUES**

Per the Aviation Authority's Policy 450.04, the Aviation Authority Board must approve all contract addenda and applicable amendments that result in the value of any contract being increased, in the aggregate, by \$250,000 or more over the contract value. The Procurement Committee (PC) recommended approval of addenda to the above-referenced agreement, as follows:

- Addendum for an Update to the Graphic Standards for Airline Tenants and Airline Service Providers at MCO, for the total not-to-exceed fee amount of \$151,239, with funding from previously-approved Capital Expenditure Funds. Services will provide an update to the Graphic Standards for Airline Tenants and Airline Service Providers at MCO. Working with the Aviation Authority, Ricondo will review and update the current version of the Graphic Standards for Airline Tenants and Airline Service Providers (Rev. Aug 2014). This task will include analysis of the existing Graphic Standards document, existing Airline Tenant graphics and conditions at MCO, benchmarking and industry standards, such as the Airport Cooperative Research Program (ACRP), and recommendations for a new Graphic Standards document. The analysis will be limited to the requirements for graphics within the Airline Tenants and Airline Service Providers lease spaces within

the Landside and Airside Buildings. The Landside areas shall include the Departure Curbside Check-in area, Airline Check-in counter areas, Airline Ticket Offices and the Baggage Claim Areas, including Baggage Service Office. The Airside areas shall include the holdrooms, airline gate podia and queue areas and airline help desk areas, the boarding bridges and ramp level offices. The task does not include wayfinding within the Terminal or Terminal roadway signage. The Aviation Authority has reviewed the proposal from Ricondo & Associates, Inc., and determined that Ricondo & Associates, Inc. proposes 3.9% Minority and Women Business Enterprise (MWBE) participation on this Addendum and certifies that Ricondo & Associates, Inc. is in good standing as it relates to its small business participation. *[Reference PC Meeting held June 11, 2024, Agenda Item No. III-A].*

- Addendum for Pre-Planning Activities for Environmental Assessment Development at MCO, for the total not-to-exceed fee amount of \$227,536, with funding from previously-approved Capital Expenditure Funds. Services will provide planning and environmental support relative to pre-environmental assessment planning phase of the future Consolidated Rental Car Facility (CONRAC). Ricondo will identify the tasks needed to be completed to support the planning required to initiate an Environmental Assessment (EA) in accordance with the Federal Aviation Administration (FAA) Order 1050.1F, Environmental Impacts: Policies and Procedures, FAA Order 5050.4B, National Environmental Policy Act (NEPA) Implementing Instructions for Airport Actions, and Desk Reference 1050.1 which provides explanatory guidance for environmental impact analysis. Ricondo will support the development of the project definition and background, work with Environmental Science Associates (ESA) to complete the alternatives analysis, provide project oversight, and complete a technical editorial review of the final deliverables. Archaeological Consultants will be responsible for the development of the cultural resource assessment. Carolyn Binder, CPA, will be responsible for project control support services including the tracking of labor effort, progress reports, status updates, and coordination with the Aviation Authority staff for all related invoicing matters. will review, prepare, and complete, as needed, sections of the Standard Operating Procedures (SOP) 2.00, Standard Procedure for FAA Review and Approval of ALPs Checklist, and draft the checklist while simultaneously updating the ALP drawing sheet. The Aviation Authority has reviewed the proposal from Ricondo & Associates, Inc., and determined that Ricondo & Associates, Inc. proposes 0.6% Minority and Women Business Enterprise (MWBE) participation on this Addendum and certifies that Ricondo & Associates, Inc. is in good standing as it relates to its small business participation. *[Reference PC Meeting held June 11, 2024, Agenda Item No. III-B].*

As this addendum will result in an aggregate increase to the Aviation Authority's Agreement with Ricondo & Associates, Inc. exceeding \$250,000, Aviation Authority Board approval is required.

## **SMALL BUSINESS**

Individual small business participation is included for each of the addenda listed above.

## **ALTERNATIVES**

None.

## **FISCAL IMPACT**

Fiscal impact is \$378,775. 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 Procurement Committee for the approval of Addenda to the General Consulting Services Agreement with Ricondo & Associates, Inc. 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:

- (a) Update to the Graphic Standards for Airline Tenants and Airline Service Providers at MCO, for the total amount of \$151,239, which includes the not-to-exceed fees amount of \$144,964 and the not-to-exceed expenses amount of \$6,275, with funding from previously-approved Capital Expenditure Funds; and,
- (b) Pre-Planning Activities for Environmental Assessment Development at MCO, for the total not-to-exceed fees amount of \$227,536, with funding from previously-approved Capital Expenditure Funds.