




## Interoffice Memorandum

October 10, 2019

TO: Mayor Jerry L. Demings  
-AND-  
Board of County Commissioners

FROM: David Ingram, Acting Executive Director   
Orange County Convention Center

SUBJECT: Capital Project Administrator Employment Agreement with Kenneth Champion  
**Consent Agenda – October 22, 2019**

As you are aware, the Orange County Convention Center is beginning the process of designing and constructing a \$605 million expansion to the North/South Building. This project, one of the more complex construction initiatives ever undertaken by Orange County, will require the oversight of a highly skilled individual with extensive experience in large-scale construction in an active environment.

The purpose of this memo is to request approval of an employment agreement with Kenneth Champion as the Capital Project Administrator responsible for day-to-day management of the North/South Building expansion project at the Orange County Convention Center. Mr. Champion has 40 years of experience in the construction management industry to include involvement in iconic projects such as the construction of the new Delta Air Lines terminal at LaGuardia Airport in New York, renovation of the United Nations Headquarters, construction of EPCOT Center and Disney's Animal Kingdom, and restoration of Ellis Island and the Statute of Liberty.

As Capital Project Administrator, Mr. Champion will be responsible for managing the North/South expansion project through oversight and direct dealings with the selected owner's representative, architect and engineer, construction manager, and any other associated contractors or interested parties. He will, with direction from County Administration and Convention Center management, make day-to-day decisions regarding the project, inspect and provide feedback with regard to work quality and adherence to the respective contracts for work, address issues as they arise, provide status reports, and present complex issues up the chain of command for resolution.

Mr. Champion holds a B.S. in Construction Management from Central Connecticut State University; he has completed \$16 billion worth of construction projects in both the public and private sectors during his career; and his work includes extensive experience in active environments, which is critically important, as the Convention Center will continue to host events throughout the construction process.

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Mr. Champion is highly experienced and well respected in his field, and will provide valuable expertise to the Orange County Convention Center. His contract will be effective the first full pay period after board approval at an annual salary of \$220,001.60.

**ACTION REQUESTED:** Approval of Employment Agreement between Orange County, Florida and Kenneth Champion regarding Capital Project Administrator position, Orange County Convention Center North/South Building Expansion Project

Attachment

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**EMPLOYMENT AGREEMENT**

*between*

**ORANGE COUNTY, FLORIDA**

*and*

Kenneth Champion

*regarding*

**CAPITAL PROJECT ADMINISTRATOR POSITION, ORANGE COUNTY  
CONVENTION CENTER NORTH/SOUTH BUILDING EXPANSION PROJECT**

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**THIS EMPLOYMENT AGREEMENT (“Agreement”)** is made and entered by and between **ORANGE COUNTY, FLORIDA**, a political subdivision of the State of Florida, hereinafter referred to as the "**County**," and **Kenneth Champion**, hereinafter referred to as the "**Employee**."

**RECITALS**

**WHEREAS**, the County operates as a facility of the Orange County Government a department known as the Orange County Convention Center (“**OCCC**”) and where the OCCC has an office known as the Convention Center Capital Planning Division, which is engaged in all types of operations relevant to Design & Construction of the OCCC Facilities, and

**WHEREAS**, the County from time to time employs personnel on a contract basis to perform certain specialized functions for the County and such personnel are by virtue of such employment contract regular employees of the County, but not members of the Classified Service of Orange County Government; and

**WHEREAS**, the County desires to employ the Employee as a County employee to be assigned to the OCCC Capital Planning Division and the Employee wishes to accept such employment in accord with the terms and conditions set forth in this Agreement.

**NOW, THEREFORE**, the County and the Employee, for the consideration set forth within this Agreement, hereby agree as follows:

**GENERAL STATEMENT OF JOB**

The OCCC North/South Building currently is a 3,000,000 square foot complex. This project, the OCCC North/South Building Expansion, shall be distributed between the east and west sides of the building. The eastern side of the facility shall consist of a 200,000 square foot column-free Multi-purpose Venue with associated supporting lobby, concourses, docks, restrooms, and service corridors. The western side of the building shall

consist of a grand concourse improvement to include 60,000 square feet of meeting room program, a flexible 80,000 square foot ballroom, restrooms and service corridors. Each area is designed with appropriate amount of circulation, services, back of house, and utility spaces. The project also includes public improvements in and around the project site, including an enhanced streetscape, utilities relocation, and a walkway connecting North and South Buildings.

The Employee, under the supervision from, and in collaboration with, the Deputy Director, shall be responsible for the overall management of the OCCC North/South Building Expansion Project (the “**Project**”). The duties of this position shall include interfacing and communications with all stakeholders and stakeholder staff, overseeing the administration of the Project, developing the Project budget, and overseeing expenditures, negotiating contracts, overseeing quality control of design and construction, evaluating and approving design concepts. This position is a full time, exempt employee and shall report to the OCCC Deputy Director.

For the purposes of the Project, this position may also be referenced as the “**OCCC Project Administrator.**”

### **SPECIFIC DUTIES AND RESPONSIBILITIES**

**SECTION 1: DUTIES.** The Employee shall be responsible for the overall management of the Project. Directs and oversees all activities related to the delivery of the Project. Performs such supervisory duties as instructing, planning, assigning, reviewing work of others, maintaining standards, and coordinating activities.

The Employee shall provide leadership and oversight for the day-to-day operations for all Project Management, Design, Construction and Project Administration activities. Manage the Owner’s Representatives, A/E Design Team, Construction Manager at Risk (“**CMAR**”), Project Support staff, and all other consultants and contractors for the Project.

The Employee shall be responsible solely for the management of the North/South Building Expansion Project, to include managing the development of the Project within the Guidelines and Standards of the OCCC and County, determining Project cost and design requirements, managing the Project pay request approvals, and ensuring the design and construction quality of the Project.

The OCCC is an active convention center. All work shall be coordinated with the OCCC activity and shall not impact these activities. The Employee shall be the liaison with the OCCC Event Services and Sales and Marketing staff to minimize impact on Client business.

The Employee shall provide operations oversight and direction in the following areas:

- County, Client, End-user, Stakeholder liaison.
- Owner Controlled Insurance Program (OCIP)
- Procedures and processes.

- Financial issues and reporting processes.
- Design concepts, programming, schematics and reviews.
- Consultant and Contractor performance issues.
- Manpower issues and analysis.
- Constructability and technical issues.
- Commissioning and Leadership in Energy and Environmental Design (LEED) issues.
- Legal and liability issues.
- Risk analysis and mitigation.
- Special issues.

The Employee shall facilitate monthly project reviews with the project team to include the following major activities:

- Project schedule, safety, administration, and cost.
- Material and equipment procurement.
- Quality of work.
- Quality of relationships with County, Client, End-users, Stakeholders, Consultants and Contractors.

The Employee shall prepare the monthly Executive Summaries from information received in the monthly Project Review and hold a formal review meeting as required with the COC (Citizens Oversight Committee) to review the results.

The Employee shall review and approve the following project administration documents:

- Project schedule prior to publication.
- Project Budget prior to issuance.
- Cashflows.
- Contracts and Purchase Orders.
- Contractual notices to Consultants and Contractors.
- Change Orders.
- Project cost issues.

The Employee shall meet with the Orange County Mayor, Board of County Commissioners (“BCC”) and County Administration staff as required.

The Employee shall manage the development of scopes of services for consultant and contractor services RFPs, and review and provide recommendations of proposals for consultant and contractor services.

The Employee shall oversee the negotiation of contracts for consultants and contractors including the A/E Design Team, Construction Manager at Risk (“CMAR”), Geotechnical Engineering, Testing and Inspection Services (“GTIS”), and Commissioning (“Cx”) Services. The Employee shall oversee the negotiations of consultant and contractor change requests and change orders.

The Employee shall receive, review, process, and/or submit a variety of documents and reports such as cost reports, schedules, budgets, change orders, master plans, project reports, design/construction documents, and general letters of correspondence.

The Employee shall make visits to the Project work sites to monitor progress and quality of construction.

The Employee shall have an on site presence for a minimum of (40) hours a week or as required in execution of assigned duties through the duration of the project.

The Employee shall perform other related duties as required.

**SECTION 2: COMPENSATION.** The County shall pay to the Employee the annual compensation in the sum \$105.77/hourly. Such compensation shall be paid in same form and fashion as salary payment is made to employees of the County's Classified Service, and the County will be responsible for payment of the Employer's F.I.C.A. payments. The Employee will be entitled to salary increases based on performance reviews and the quality of the Employee's performance, when such salary increases are authorized and funded in the County's budget. These evaluations and salary increases are to coincide with the guidelines established for the County's Classified Service Employees.

Further, the Employee shall receive paid County holidays and leave days in the same form and fashion as employees in the County Classified Service.

The County shall grant to the Employee the same life insurance rights and enrollment rights in health maintenance and hospitalization programs and other benefits as are extended to the County Classified Service Employees. The Employee shall have contributions made on his behalf to the State Retirement System in same form and fashion as the County Classified Service Employees.

**SECTION 3: TERM.** This Agreement shall take effect on October 23, 2019 with an initial term ending in January 2024, and the option of a year to year renewal until the project is completed. The term may automatically shorten or lengthen to accommodate the actual Project completion date. Either party may terminate this Agreement at anytime, without cause, upon ninety (90) days prior written notice to the other party.

**SECTION 4: RENEWAL.** This Agreement may be renewed by mutual agreement of the parties on all terms and conditions herein, including compensation (the amount of which may be re-negotiated by the parties).

**SECTION 5: NON-PERFORMANCE.** In the event the Employee fails to comply with or perform satisfactorily any of his assigned duties or responsibilities as an employee of the County, the County may consider such performance as a justifiable basis for immediate termination of this Agreement by the County. However, in the event of extended illness beyond Employee's accrued term leave days and such paid personal leave

as may be available to the Employee granted hereinabove, the Employee shall be granted ninety (90) days unpaid recuperative leave. Should the Employee not be able to resume his employment upon his termination of such recuperative leave, then this Agreement shall be terminated without need of notice. In the event of termination under this Section or for any other reason, with or without cause, the Employee shall not have recourse to any Orange County Personnel Policy Grievance Procedures.

**SECTION 6: RELATIONSHIP BETWEEN PARTIES.** The Employee, under the terms and conditions of this Agreement, is a County employee and not an independent contractor. Accordingly, all work product developed by the Employee in performing the duties and services provided for in this Agreement are and shall remain the property of the County and the extent of all liability associated with such work product shall be no greater than that of members of the Classified Service of Orange County.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the dates set forth below.

Orange County, Florida

By: Byron W. Brooks  
Byron w. Brooks, County Administrator



Date: 22 Oct 19

By: Kenneth M. Champion  
Employee

Date: 28 OCT 2019

**Kenneth M. Champion**  
**3300 Hagan Avenue**  
**Orlando, FL 32819**  
**407-902-4708 kchampion1979@gmail.com**

### **Education**

B.S. Construction Management, Central Connecticut State University, 1979  
Graduate, United Nations Leadership Development Program, Geneva, Switzerland, 2013  
CCSU Outstanding Alumni in Design and Construction Award, May 2013  
CCSU Distinguished Alumni Recognition, October 2013  
New York University – Instructor for various Real Estate and Project Management advanced courses

### **Trusted Executive Leadership**

- Earned appointment to the United Nations HQ Crisis Operations Group in NYC (2008 to 2014)
- Appointed to the United Nations HQ Senior Emergency Policy Team NYC Based (2008 to 2014) serving the 193 UN Member States
- Appointed Deputy to the UN Assistant Secretary-General Department of Management (2008 to 2014)
- UN Project Representative to New York City Agencies and Mayor's Office, US Agencies, including Secret Service (POTUS), GAO Auditors, Ambassadors, Delegates and local outreach initiatives
- Appointment as construction, community and in-house outreach representative for the Supreme Court of the United States by Chief Justice during Landmark Modernization project (2001-2002)
- Security clearances for the above including and reaching Ambassador level (UN)

### **Excellence in Team Leadership**

- 40 years of experience with budgeting, planning, design and construction management of some of our country's most iconic projects
- Project Owner Advisor known for CM, CM-GMP, GC and Owner-Builder expert deliveries of iconic World Class projects requiring complex logistics, phasing, and absolute transparency
- \$16 Billion completed in public and private sectors
- 39 Safe years with zero serious construction injuries and litigation free project deliveries
- More than 16 years of experience with Florida and environmental agencies, high profile project planning, design and construction management through delivery of two theme parks
- Successful working relationship with local Central Florida and State agencies
- Preservation and Delivery of 12 National Landmarks through Historic Renovation/Adaptive Reuse
- Bottom line driven unit manager with unmatched ability to manage and lead the projects to on time and on budget completions
- Vice President of Construction Operations for Owner Builder of Hudson Yards, the largest real estate project in US history
- Directed \$2.2 Billion UN Capital Master Plan Modernization: Obtained 193 Member States Approval to proceed and manage the design and construction and delivery of 2 million sf of space, World Class Conferencing: Digital Media Management: Broadcast: Congress- Interpretation: secure Data, Technology and Command Centers. 2% under approved General Assembly construction budget



### Relevant Central Florida Project Experience

- 1. Walt Disney EPCOT Center**, Assistant Project Manager, Tishman Construction, Orlando, FL: More than 10,000 construction workers labored for 26 months to create the 300-acre, \$1.4 billion theme park in time for the grand opening on October 1, 1982; At the time, EPCOT was the largest private sector construction project in the US. (2/80 to 12/82) Managing all aspects from pre-con through Theming, Ride & Show Interface, opening Day and closeout. Experience included:
  - Early phase temp haul roads, temp construction utilities, construction parking, site clearing work, three new wells, environmental controls, establish borrow pit
  - Site work included supervising the dredging and de-mucking of the World Showcase Lagoon, a 40-acre lagoon requiring the removal of five million cubic yards of earth and the construction of over 8,000 square feet of seawall bulkhead
  - Site-Civil Development Areas D, E, F (World Showcase and Future World)
  - Cast Center Office Building and Shops Storage Building (BoH)
  - Employee Parking and Service Roadwork. pedestrian connector bridges
  - Odyssey Pavilion high output restaurant and Medical
  - Mexico, France and Japan Pavilions
- 2. Orange County Courthouse**, Morse Diesel International, Orlando, FL: Served as VP Central Florida Manager and Project Executive for the construction of the \$185-million, 1.2-million-square foot complex. The project included a 27-story courthouse, two five-story office buildings, a central energy plant, parking garage, and transportation facilities. Lead community outreach and local economic development team appointed by the county to ensure community harmony and to ensure participation of local M/WBE and construction firms. This Courthouse complex is the largest in the country, and was completed with less than 4% in change orders. (3/91 to 3/96)
- 3. Disney's Animal Kingdom**, Tishman Construction, Orlando, FL: VP Project Executive, provided construction management oversight to WDI for AK Phase I general building and infrastructure contractors on Discovery Island, Tree of Life, Asia, DinoLand USA and Africa. Construction duration of the Animal Kingdom was three years and the opening the 400-acre, \$1.3 billion theme park was on schedule April 22, 1998. (3/96 to 8/98)

### Experience in the Development and Management of Major Projects

W.I.P Summary: Past 11 Year Construction Management Annual Hard Cost (USD):

2008	\$229,611,100	2012	\$287,111,000	2016	\$1,585,820,000
2009	\$583,840,600	2013	\$193,326,110	2017	\$ 488,560,000
2010	\$405,993,100	2014	\$188,440,000	2018	\$ 568,760,000
2011	\$270,511,640	2015	\$236,660,000	2019	\$ 707, 860,000

### Major Responsibilities Summary

Provide hands on leadership during the launch of large iconic projects from initial planning, funding, design and construction management, delivery, closeout and assistance to facility operations during the turnover.

Responsibilities include overall management of comprehensive design and construction programs and management of services in support of the project mission, while providing leadership, vision, and continuity to facilities and operations stakeholders.

Activities also include responsibility for benchmarking and monitoring program development and management process guidelines and tools to support the Owner's construction projects. Oversee, coordinate, and facilitate base-line programming, design, PMPs, development of accurate budgets and contingency use monitoring, transparent procurement, construction administration, inspection coordination, and manage site project management personnel to support the implementation of standards, building codes and agency inspections and approvals.

Provide leadership and oversight of the day-to-day operations for Project Management and Administration activities associated with the development of assigned projects. Demonstrate on very large scale projects, the ability to prioritize multiple tasks and demands, as well as coach and motivate a highly skilled team of construction managers, design professionals and consultants, and trade contractors.

Day to day corporate business unit oversight responsibilities include: Internal/External Outreach, Business and Strategic Planning, Team Building, managing and coaching project managers and superintendents; ensuring uniform design and construction project development objectives, policies and procedures for subprojects; Maintaining project financial performance expectations; Initiating and maintaining contact with the inter-department senior staff; Maintain Owner's relationship with consultants and A/E's; permitting agencies; pre-construction activities include; monitoring and controlling cost and schedules by directing construction staff to ensure the project is built on schedule and within budget; investigating potentially serious situations and implementing corrective measures; representing the Owner/Developer in project meetings; assisting in negotiations and strategy meetings; managing the financial aspects of the operation; and managing the corporate aspects of executing contracts.

Provide team oversight and assistance to colleagues with problem solving, coordination, reporting and resolution to critical issues. Supervise preparation of project execution plans, participate in public workshops, coordination of project procedures, develop and enforce corporate safety and Q.C. programs, assist preparation and approve all project budgets, client estimates and maintain uniform procurement of trades and suppliers. Lead all claims resolution efforts; ensure internal collaboration with corporate operations.

### **Extraordinary Projects**

**Delta Air lines- LGA Airfield Reconfiguration/ New LaGuardia Terminal C Project:** Currently Reporting to Delta's Real Estate Program Director, responsible for the successful construction and implementation of the concourse and airside components of Delta's \$3.9bn new Terminal C project. (Owner advisor daily consulting all Airside and Civil project Delta December 2016 through August 2019)

**Hudson Yards Project, New York, NY:** On Site Vice President Construction Operations for Tutor Perini providing CM/GC services. Hudson Yards is the largest private real estate development in the history of the United States. Eastern Yard construction include 860' Tower A: 770' Tower D: 1 million sf retail building. Project includes over 11 million GSF with 14 acres of open space on a structural platform constructed to span over the operating rail yards. (April 2015- October 2016)

**Delta Air Lines- Terminal 4 Redevelopment-Phase I and II, JFK International Airport:** On Site Project Executive for STV providing CM services to Delta Airlines for the 346,000-sq of Concourse B addition and extensive Civil upgrades. Terminal 4 now measures 2 million square feet, making it one of the largest terminals in North America. The \$ 1.2 billion Delta Terminal 4 investment at JFK International Airport was completed under budget and 3 months ahead of schedule. (May 2014 to April 2015)

**United Nations Headquarters**, New York, NY: Appointed UN Program Director of Design and Construction and Deputy to the Assistant Secretary General for the \$ 2.2 Billion Capital Master Plan Project. Responsibilities include managing the complete phased design and construction of a fit out of 1 million sf of swing space, the renovation and modernization of the 60-year-old, 2 million sf UN campus facilities to create a modern, safe and sustainable work environment. Facility remained occupied and hosted over 3,000 meetings a year during the renovation (April 2008 appointment term completion May 2014)

**Modernization of the Supreme Court of the United States**, Washington, DC: VP and on-site construction manager for security sensitive \$122 Million infrastructure repairs and Modernization. The project included new construction of adjacent 40,000 sf underground structure, the deployment and installation of an interior and perimeter post 9-11 security program that was designed and built within 100 days and under the \$5 Million security budget. Reported to Court committee including three Supreme Court Justices. (6/02 to 12/03)

**Rockefeller Center Redevelopment**, Skanska, New York, NY: SVP/Business Unit 1 Project Executive for the \$65 Million renovation of occupied public, retail, restaurant, and exterior plaza areas of midtown's most recognized area. Includes 200 retail stores and dining venues and a redevelopment that totaled 750,000 sf. (8/99 to 1/01)

**Orange County Courthouse**, Morse Diesel International, Orlando, FL: Served as VP Central Florida Manager and Project Executive for the construction of the \$185-million, 1.2-million-square foot complex. The project included a 27-story courthouse, two five-story office buildings, a central energy plant, parking garage, and transportation facilities. Lead community outreach and local economic development team appointed by the county to ensure community harmony and to ensure participation of local M/WBE and construction firms. This Courthouse complex is the largest in the country, and was completed with less than 4% in change orders. (3/91 to 3/96)

**Ellis Island Restoration**, Lehrer McGovern, New York, NY: Served as On-site Senior Project Manager for the complete restoration of Ellis Island facilities and the creation of a National Immigration Museum. This \$200-million assignment was the largest construction management restoration project undertaken in US history. (10/89 to 3/91)

**Statue of Liberty Restoration**, Lehrer McGovern, New York, NY: Served as Senior Project Manager for the completion of the \$100-million restoration of one of the country's greatest national treasures and symbol of freedom. (10/86 to 10/89)

**IBM Headquarters**, Mellon Stuart, Somers, NY: Senior Project Manager for this \$174-million, five-building, 1.2 million square foot complex, built on a 740-acre hill-top site. It also included roads, infrastructure, landscaping and a central energy and wastewater treatment plant. (2/85 to 10/86)

**Pier 17, Fulton St. Fish Market**, Tishman Construction, New York, NY: Served as Project Manager for renovation at the Seaport Museum and managed the construction of a new 100,000 sf Pier "17" platform and bridge along the East River. The follow-up phase included the construction of a 350,000-square foot retail commercial center over the pier. The new pier was also constructed on the East River directly over the A Train subway tunnels running between Manhattan and Brooklyn. (12/82 to 1/84)

## Project Team Awards

- 2012, 2013, 2015, 2016 American Council of Engineering Diamond Award for excellence
- 2014, 2015 (3) American Council of Engineering National and local NY Award for excellence
- 2015 CMAA Northeast Project of the Year
- 2004 and 2007 Nautico Marina and the Maximo Marina Projects award Florida DEP for implementing superior environmental standards that protect marine life and reduce pollution.
- 2004 and 2007 Clean Marina selection from the Marine Industries Association of Florida and recognition from the US Coast Guard
- 1999 Animal Kingdom received the TEA, Themed Entertainment Award in the annual competition
- 1998 AK Jane Goodall Institute awards the Animal Kingdom Theme Park with the ECO HERO Award
- 1998 Orange County Courthouse received a design awards for "Best Justice Facility in America"
- 1999 Precast Concrete Institute Best Project Award
- 1999 AK prestigious Florida AIA "Best Practice Award"
- 1991 Exports Award, Boston Society of Architects
- 1991 Honor Award, National Trust for Historic Preservation
- 1991 Design Achievement Award, National Endowment for the Arts
- 1990 TIME Magazine, Ten Best Designs of the Year
- 1990 Henry Bacon Medal, American Institute of Architects
- 1991 Henry Bacon Medal, American Institute of Architects
- 1990 AIA Honor Award, New England Regional Council
- 1990 AIA Honor Award, New York State Chapter
- 1991 New York Architecture Medal of Honor
- 1991 Honor award for Historic Preservation
- 1987 Award of Excellence from the American Institute of Steel Construction
- 1987 American Society of Civil Engineers New York Section: (OCEA) Outstanding Civil Engineering Achievement
- 1987 AIA Honor Award, New York Chapter Statue of Liberty
- 1983 EPCOT American Society of Civil Engineers OPAL Award for Outstanding Projects And Leaders