

EXHIBIT M

TERMINAL A/B RENOVATIONS

I. Generally.

- A. As part of this Agreement, the City and the Signatory Airlines intend that, after DBO of expanded Terminal Building facilities to be constructed as part of TDP (*i.e.*, new Terminal C), certain upgrades be performed to Terminal A and Terminal B in light of the advancing age of these facilities.
- B. Accordingly, separate and apart from TDP, by execution of this Agreement, Airline and the other Signatory Airlines have authorized and approved, pursuant to Section 8.2 of this Agreement and subject to the terms and conditions herein, the inclusion in airline rentals, fees, and charges of up to \$300 million in Net Project Costs for the Terminal A Renovation and Terminal B Renovation projects described herein, provided that up to \$200 million in Net Project Costs will be allocated to the Terminal A Renovation and up to \$100 million in Net Project Costs will be allocated to the Terminal B Renovation.
- C. Notwithstanding the foregoing, the City and the Signatory Airlines acknowledge that certain upgrades to Terminal A and/or Terminal B may be identified during the scope validation process described in Section II herein that can be initiated or completed prior to DBO of new Terminal C, and the City may apply the costs of such upgrades toward the amounts authorized and approved as described in Section I.B herein, in accordance with the provisions of this **Exhibit M**.
- D. To the extent there is any conflict between the terms and conditions in this **Exhibit M** and those of the Agreement, the Agreement shall control.
- E. For the avoidance of doubt, if anything in this **Exhibit M** conflicts with applicable federal, state, or local procurement law, such law(s) shall control, and the City will consult with the Signatory Airlines on any required modifications to the processes in this **Exhibit M**.

II. Preliminary Scope and Validation.

- A. The preliminary anticipated scope for each of the Terminal A Renovation and the Terminal B Renovation are included below in Section V and Section VI of this **Exhibit M**. However, the City agrees to commence a comprehensive assessment during Fiscal Year 2025 to further refine and identify the desired and necessary upgrades and improvements to each of Terminal A and Terminal B, which may result in the expansion, contraction or other modification of these preliminary scope descriptions below in Section V and Section VI of this **Exhibit M**. Once such assessment is complete, the City will provide the Signatory Airlines with the conclusory report including findings and recommendations as well as concept drawings and preliminary cost estimates and consult with the Signatory Airlines

about such findings and recommendations. The City will use commercially reasonable efforts to ensure such assessment is complete no later than the end of Fiscal Year 2025 and that resulting plans for the Terminal A/B Renovations have progressed to at least ten percent (10%) conceptual design by the end of Fiscal Year 2026.

III. Procurement and Construction.

- A. The Signatory Airlines acknowledge that, as of the Effective Date, the City has not determined what method(s) of procurement will be used for the design and construction of the Terminal A Renovation and/or the Terminal B Renovation (collectively, the “***Terminal A/B Renovations***”). The City reserves the right to select the method of procurement and the sequencing of the design and construction of such projects in its sole discretion. The City may not make a determination about procurement methods until a time closer to DBO of the expanded Terminal Building facilities constructed as part of TDP.
- B. Subject to Section III.A, as of the Effective Date, the Terminal A Renovation is expected to be undertaken and completed after such DBO of new Terminal C but prior to the commencement of the Terminal B Renovation. However, as stated in Section I.C herein, the City may determine that certain elements of the Terminal A/B Renovations may be initiated before such DBO of new Terminal C (or, similarly, that certain elements of the Terminal B Renovation may be initiated before the completion of the Terminal A Renovation). In making such determinations, the City will consult with the Signatory Airlines consistent with the processes described in Section IV herein.
- C. The City may determine in its reasonable discretion that it is in the City’s best interest to procure the design and construction of each project separately, together, and/or in multiple delivery methods (e.g., design-build vs. separate design and construction contracts).

IV. Signatory Airline Participation.

- A. Notwithstanding the foregoing, the City agrees that it will, subject to all Applicable Laws, include the Signatory Airlines in the process for assessing and refining the scope, costs, and timing of the Terminal A/B Renovations, including in the following manner:
 - 1. The City is committed to collaborating with the Signatory Airlines during the design and construction process of the Terminal A/B Renovations. The City anticipates regular engagement with airline representatives, directly and through the Airport-Airline Affairs Committee (“***AAAC***”), throughout the duration of the Terminal A/B Renovations to coordinate technical details, operating requirements, operational impacts, and other items requiring airline input. Unless authorized in writing by City staff, neither airline staff nor representatives may provide directives or make requests

directly to any City contractors or consultants. All such airline requests or directives must be provided to City staff or their designated representative for review and dissemination to the appropriate party.

2. In the development of solicitation and contract documents and construction schedules, including for refinement and prioritization of the scope described herein and allocation of funding, the City and its architects and engineers will consult with the ATR and give due consideration to the reasonable requests, suggestions, and recommendations of the Signatory Airlines, and in particular of the Signatory Airlines expected to occupy Preferential Use Premises and/or Exclusive Use Premises in Terminal A and/or Terminal B. The City agrees to establish a terminal renovation planning working group to solicit such reasonable requests, suggestions, and recommendations of the Signatory Airlines.
3. The City will notify the ATR in advance of contract solicitations related to the Terminal A Renovation and/or Terminal B Renovation.
4. The City will include the ATR¹ as a voting member on the selection committee for the design contract and on the selection committee for the construction contract (or, if procured together, on such single committee) for contract solicitations related to the Terminal A Renovation and/or Terminal B Renovation. Each Signatory Airline expected to occupy Preferential Use Premises and/or Exclusive Use Premises in the Terminal Building facilities that are the subject of such contract(s) shall also be permitted one (1) representative per Signatory Airline in addition to the ATR to serve as an advisory non-voting member of the applicable selection committee(s).
5. If the City determines that any portion of the Terminal A/B Renovations will be performed as a discrete project that does not require the City to initiate a competitive solicitation process, the City will consult with the Signatory Airlines prior to initiating such project and consider their suggestions related to the scope and allocation of funding for such projects.
6. The City will consult with the Signatory Airlines following the conclusion of the scope validation process described in Section II herein and at each of 30, 60 and 90 percent design for each of the Terminal A Renovation and the Terminal B Renovation, if such milestones for design are applicable to the work being performed. After each such consultation, the Signatory Airlines may request that the City propose, subject to and in accordance with the MII process described in Article 8, *Capital Improvements*, of this Agreement, that additional funds in excess of the amounts authorized and approved as

¹ If the Signatory Airlines no longer retain an ATR during the Terminal A/B Renovations, the AAAC may notify the City in writing of which Signatory Airline will serve as the voting representative for Signatory Airlines on applicable selection committee(s).

described above in Section I.B be allocated for the Terminal A Renovation or Terminal B Renovation in order to improve overall operational efficiency, function, and/or customer experience in either of Terminal A or Terminal B.

7. The Signatory Airlines shall comply and shall cause the ATR and any other Signatory Airline representative(s) to comply with any confidentiality requirements that the City may require of committee or working group participants.

V. Terminal A Renovation.

- A. The following represents, as of the Effective Date, the anticipated scope of the upgrades to Terminal A as part of the Terminal A Renovation. This scope, and the associated \$200 million in pre-approved funding for the Terminal A Renovation, is in addition to, and not a replacement for, and is not intended to modify, the scope of or funding for the TDP, including anticipated work on Terminal A that is in the TDP scope.

1. Reconfiguration of Terminal A ticket lobby with respect to the existing ticketing counters and landside concessions to accommodate for the relocation of the Security Screening Check Point (SSCP) that is included in the scope for TDP. The expanded secure side square footage to be repurposed to increase post-security re-composure area, improved circulation, and expanded secure side concessions.
2. Reconfiguration and expansion of the secure-side area adjacent to the SSCP and the concourse and holdroom areas in what are gates A1 through A9 as of the Effective Date in an effort to improve concourse circulation throughout Terminal A to current standards.
3. Specific items identified for upgrades include:
 - Reconfiguration and expansion of SSCP – up to 8 lanes
 - Check-in counter and queue area reconfiguration which may cause existing ATO space to also be reconfigured/repurposed
 - Reduction of landside concessions by approximately 2,100 SF
 - Expansion of airside concessions by approximately 3,000 SF
 - Closure of eastern most set of doors on the curbside
 - Renovation of bag claim area which may result in replacement of 3 existing flat plate bag claim devices with sloped plate devices
 - Evaluation of potential renovations to bag drop area on secure side
 - Redesign of the baggage handling system that currently serves both Terminals A and B such that
 - (1) all five screening machines can be utilized efficiently by the Terminal A ticket counter baggage induction points

- (2) the system can deliver bags to all Terminal A baggage make-up devices
- (3) queue belts are added to the alarm line to alleviate post-screening congestion
- (4) manual encode induction and exit lanes are optimized
- Gate reduction with commensurate holdroom expansion (targeting 3,000 SF holdroom size on average)
- Restroom upgrades and expansion
- Concessions space optimization
- Infrastructure, technology, and signage upgrades
- Finishes throughout with focus on public access areas to include but not limited to carpet, paint, ceiling tiles, lighting, fixtures, seating, and power for seating

VI. Terminal B Renovation.

A. The following represents, as of the Effective Date, the anticipated scope of the upgrades to Terminal B as part of the Terminal B Renovation. This scope, and the associated \$100 million in pre-approved funding for the Terminal B Renovation, is in addition to, and not a replacement for, and is not intended to modify, the scope of or funding for the TDP, including anticipated work on Terminal B that is in the TDB scope.

1. Currently identified priorities for consideration for improvement options to the following area(s) of Terminal B for optimal operational efficiency, improved passenger experience include but are not limited to:
 - Reconfiguration for holdroom expansion and optimization (including consideration of up to 3,000 SF holdroom size on average)
 - Reduce walking distance from ticket lobby counters to Terminal B holdrooms following DBO of new Terminal C to improve passenger experience and increase accessibility for all passengers regardless of their age, size, or ability
 - Check-in counter and queue area reconfiguration for lobby used by Terminal B airlines which may cause existing ATO space to also be reconfigured/repurposed
 - Curbside check in and ticket lobby used by Terminal B airlines
 - Bag claim area used by Terminal B airlines
 - Restroom upgrades and expansion
 - Concessions space optimization
 - Reconfiguration of operational space
 - Infrastructure, technology, lighting, and signage upgrades
 - Assessment and repair/renovation of passenger loading bridges
 - Finishes throughout with focus on public access areas to include but not limited to carpet, paint, ceiling tiles, lighting, fixtures, seating, and power for seating