

**REQUEST FOR QUALIFICATIONS FOR  
PROFESSIONAL EXECUTIVE SEARCH SERVICES CONSULTANT**

Sanford Airport Authority  
Orlando Sanford International Airport  
1200 Red Cleveland Blvd.  
Sanford, FL 32773

The Sanford Airport Authority (SAA) is seeking Statements of Qualifications from firms qualified to provide professional executive search services for a new President & Chief Executive Officer of SAA, the entity that operates the Orlando Sanford International Airport. The successful firm will be required to address and work with the SAA to screen applicants for the position, comply with the Sunshine Law of the state of Florida, preserve all documents in compliance with Chapter 119 of the Florida Statutes and make recommendations as to specific candidates for the position.

In order to be considered, firms must be able to demonstrate significant knowledge and experience in providing the type of services requested, must have past experience providing these services in the state of Florida, must have past experience in chief executive searches for small, mid or large HUB airports, must understand and comply with the Government in the Sunshine Laws and the Florida Public Records Law, and must be able to screen and make recommendations based on the Position Description attached hereto.

Interested firms are invited to indicate their interest in providing the requested services by submitting ten (10) hard copies and two (2) electronic thumbdrives, each containing their Statement of Qualifications in PDF format of twenty-five (25) pages or less on or before 1:00 p.m. (Eastern Daylight Time), Friday, April 26, 2019, to:

Diane Crews, President/CEO  
Sanford Airport Authority  
1200 Red Cleveland Blvd  
Sanford, FL 32773

Any Statement of Qualification sent by fax, email or other electronic means will not be accepted. Submittals must be clearly marked "Consultant Statement of Qualifications" on the outside of the sealed envelope. A Statement of Qualification delivered after the specified deadline may not be considered. A late Statement of Qualification may be returned to the Consultant unopened with the notation "This Statement of Qualifications was received after the specified deadline." The SAA is not liable for any costs incurred by the Consultant in connection with its submittal of the Statement of Qualification.

Submittals shall include and address, at a minimum, a letter of interest and transmittal; the firm's experience related to the areas of services requested; project team composition; key personnel to be assigned to the project and their qualifications; familiarity and understanding of Government in the Sunshine Laws and the Florida Public Records Law; past performance on similar projects; the firm's time and budget requirements; DBE capabilities; and references from current or previous clients.

Prospective consultants must also submit a concise but detailed narrative showing their proposed approach to providing the required services. The "project approach" section should

demonstrate a thorough understanding of the proposed project and provide an explanation of previous experiences. Firms should explain how their firm operates and provide any other pertinent information that may assist the SAA Board in making a selection.

Following submittal, each firm's Statement of Qualification will be reviewed and evaluated by the SAA. Upon determination of the most qualified firm (s) by the SAA Board, the SAA will begin negotiations with the selected firm at a compensation level the SAA determines is fair, competitive and reasonable. It is anticipated that the firm selected will provide the necessary services no sooner than June 2019 and continue until a candidate is selected, which may be extended as necessary.

The SAA reserves the right to waive any informality in the submitted Statements of Qualifications, to reject any and all Statements of Qualifications, or to re-advertise for additional Statements of Qualifications.

It is the policy of the SAA that DBEs shall have the maximum opportunity to participate in the performance of contracts financed in whole or in part with Federal funds and/or state funds. All firms providing professional services for the Sanford Airport Authority shall take all necessary and reasonable steps in accordance with 49 CFR, Part 23, to ensure that DBEs have the maximum opportunity to compete for and perform contracts without discrimination on the basis of race, creed, color, national origin, handicap, or gender.

All responding firms shall disclose any circumstance where the conduct of the firm is being investigated or has been investigated in the past five (5) years by any legal or administrative body.

All firms are hereby placed on notice that the SAA board directors and staff do not wish to be lobbied, either individually or collectively, regarding this Request for Qualifications. During the entire process, all firms and their subcontractors, subconsultants or agents are hereby placed on notice that they are not to contact any persons listed above for such purposes as holding meetings of introduction, dinners, etc., if they intend to submit or have submitted a Statement of Qualification for these services. Any firm contacting board directors or staff of the Authority in violation of this provision may be automatically disqualified from further consideration for this Request for Qualifications.

Responses to this Request for Qualifications are public records available for inspection by the public upon issuance of the SAA's Notice of Intended Decision or ten (10) days after the opening of the sealed Statement of Qualification, whichever is sooner, pursuant to Section 119.071, Florida Statutes.

The issuance of this Request for Qualifications constitutes only an invitation to present Statement of Qualification. The SAA reserves the right to determine, in its sole discretion, whether any aspect of the response satisfactorily meets the criteria established in the Request for Qualifications, the right to seek additional information and/or clarification from any firm submitting a response, the right to negotiate with any firms or individuals submitting a response, and the right to reject any or all responses with or without cause. In the event that the Request for Qualifications is withdrawn by the SAA for any reason, including but not limited to, the failure of any of those things or events set forth herein to occur, the SAA shall have no liability for any costs or expenses incurred in connection with this Request for Qualifications or otherwise.

For further information on this Request for Qualifications, please contact Diane Crews at 407-585-4015, email: [dcrews@osaa.net](mailto:dcrews@osaa.net).

\* Position Description is attached.

## **POSITION DESCRIPTION**

TITLE: President & Chief Executive Officer (CEO)

IMMEDIATE SUPERVISOR: Sanford Airport Authority Board of Directors

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### **INTRODUCTION:**

Under the broad general policies of the Sanford Airport Authority, the President & CEO has primary responsibility for the efficient operation and administration of the Orlando Sanford International Airport. Considerable independence of action and judgment is granted in the application of these policies as determined by the Authority. Work, through performance of duties personally or by supervising and directing subordinates, is reviewed by all Authority board directors through personal consultation, written reports or observation of overall results.

### **PRIMARY DUTIES AND RESPONSIBILITIES:**

- Plan, organize, direct and administer all functions and activities of the Airport and its premises, including Operations, Airfield Maintenance, Building Maintenance, Grounds Maintenance, Law Enforcement, Aircraft Rescue and Firefighting (ARFF), Aviation Marketing, Administration, and Airfield, Commerce Park and industrial and other airport compatible construction and development.
- Work with the SAA Board Chairman to set agenda items for all Board meetings.
- Prepare current and long-range plans for the development and expansion of the Airport to meet present and future needs of the Sanford and Central Florida area.
- Oversee all land acquisitions and real estate leases. Negotiate with tenants, concessionaires and prospective users of Airport facilities; formulate rental rate and terms and conditions for lease of facilities.
- Advise the Board on establishing airport rates and charges (landing fees, fuel flowage fees, public safety fees, PFC's, CFC's, etc).
- Submit plans for expansion of revenue producing facilities.
- Prepare budget estimates (operating and capital) and control all Authority expenditures to ensure compliance with Federal, State and City of Sanford and Seminole County regulations.
- Act as principal liaison officer for the Sanford Airport Authority in all matters with Federal, State and local governments, other segments of the aviation industry and various military and civic groups.
- Promote, develop and encourage air commerce, general aviation and aviation-related industries in the Sanford area.

- Promote, develop and market the Sanford Airport Commerce Park, industrial and all other real property owned/operated by the Authority for airport compatible development.
- Make frequent inspections of all physical facilities, and maintain close supervision of all operational, custodial and maintenance programs to ensure compliance with prescribed policies, rules and regulations governing operation of the Airport.
- Oversee and enforce the duties and responsibilities of Orlando Sanford International, Inc. under the Agreement for the Operation and Management of the Orlando Sanford International Airport Terminals and Parking Structure.

### **SPECIFIC DUTIES:**

#### **Administration**

- Assign responsibility and delegate authority as necessary to ensure an efficient and effective airport operation on a 24-hour, 365 day-a-year basis.
- Supervise all activities on the Airport, including the promotion and development of air commerce, public safety, general aviation and industrial development.
- Review applications from prospective lessees and process appropriate leases for buildings, ground space and concessions.
- Direct the preparation of reports and maintenance of records covering all physical plant, airfield and financial operations on the Airport.
- Responsible for the selection, promotion and separation of all employees and the approval of work schedules and leaves of absence.
- Represent the Sanford Airport Authority at meetings and conferences and acts as liaison officer between the Authority and other governmental agencies on airport and civilian matters.
- Responsible for the preparation of all correspondence relating to the Authority.
- Provide for distribution and coordination of contract documents to proper parties.
- May refer matters to the Airport Attorney for legal interpretation; the Airport Attorney provides assistance as directed by the Authority.
- Prepare annual budget (operating and capital) and other reports on airport operations and finance.
- Responsible for closely monitoring and administering the Authority budget to ensure the proper and efficient purchase of all materials and supplies.
- Supervise and coordinate the general fiscal operations of the Airport, including accounting systems, budget planning, and control of revenues and expenditures, utilizing accounting

procedures as authorized by the Authority. Ensure that proper accounting methods are followed, and that office and bookkeeping procedures are in accordance with sound business practices.

- Ensure compliance with all FAA and FDOT Grant Assurances, and deed restrictions on deeds from the U.S. Government.

#### Technical

- Responsible for inspection and survey of airport facilities and coordination of plans for major construction, maintenance and repair with consulting engineers, architects, contractors and FAA, including major work on runways, taxiways, lighting, terminal and other building facilities.
- Make recommendations to the Authority for modifications or additions to existing installations or facilities and inspect contracted construction work for adherence to plans and specifications.
- Review and revise the Airport Master Plan to ensure that airport facilities keep pace with advances in aviation technology and meet FAA requirements or standards. Keep the airport ALP updated.
- Ensure conformance with Federal, State, and local safety laws and regulations with respect to landing area and site facilities. This includes runway and taxiway lighting, paving, marking, clear zones, master plans, navigation aids, NOTAMS, and condition of fire and police protection.
- Coordinate requests with FAA for site location for the establishment of electronic aids such as radar, vortac, instrument landing systems, remote transmitters, approach lighting systems, etc. Coordinate FAA instructions and regulations pertaining to air traffic control, land area clearance, etc.
- Prepare preliminary plans and estimates for project applications to FAA and FDOT in accordance with Federal and State regulations; prepare Grant Agreements for utilization of Aid Allocations and act as liaison agent between FAA, State and the Airport Authority regarding same.

#### Public Safety

- Facilitate ongoing training for all public safety personnel, including law enforcement officers and firefighters.
- Oversee placement and scheduling of law enforcements officers and firefighters to meet demand mandated by FAA and TSA.
- Ensure coordination with Federal, State and local agencies to conduct multi-jurisdictional training events.

#### Property Management – Supervise and direct the:

- Continuous review of present lease agreements, contracts and permits to ensure compliance with the terms, conditions and specifications.

- Study of the need for and explore means to expand revenue-producing facilities designed to make the Airport self-sustaining.
- Economic research, surveys and economic forecasts as a basis for formulating landing fees, rates and charges for airport facilities.
- Planning for the physical development of the Airport and determining site locations, and airport space and area requirements.
- Periodic inspections of all airport facilities to determine requirements and schedule maintenance projects.

### **OTHER**

Concerning legal matters, provide assistance as needed to the Airport Authority, and coordinate with the Attorney the filing of testimony and briefs required in support of any action necessary. Intervene in any matter affecting the Airport, doing research as necessary for compiling testimony used in any hearings, assist in securing witnesses, appear as an expert Authority witness and assist the Attorney in documenting all testimony which must be presented under oath and subject to cross-examination.

### **EFFECT OF WORK:**

Position encompasses responsibility for overall aviation, public safety, commercial and industrial programs involving all real estate, including capital improvements. Sound decisions based on mature judgment and expert knowledge in a highly specialized field will:

1. Favorably influence the economics of the entire air and industrial area served by the Airport.
2. Create additional revenue and improve the Airport's financial position.
3. Influence the decisions of other interests involved with Federal, State and local planning.
4. Provide a safe, effective and efficient airport system to serve the needs of the Sanford aviation community.

### **SUPERVISION AND GUIDANCE:**

The incumbent works under the direct oversight of the Sanford Airport Authority and receives guidance in the form of policy decisions from such Authority.

### **MENTAL DEMANDS:**

Position requires the application of sound principles of aviation technical knowledge and marketing; procedures in accordance with Federal, State and local rules and regulations; and property management as applied to public utilities and private enterprises. It demands:

1. Initiative - taking action without specific instructions;
2. Originality - creativeness or inventiveness in meeting advanced technological changes and operational techniques;

3. Judgment - making sound decisions in determining the best course of action from a standpoint of safety and economics; and
4. Command – acting with clearly defined authority and dominating the actions of the groups involved during routine or emergency incidents.

**PERSONAL WORK CONTACTS:**

Position requires frequent contact with representatives of large companies doing business on the Airport, with top echelon FAA personnel, the air traveling public, Airport tenants and users, and regular contact with City, County, State and Federal officials at all levels.

**QUALIFICATIONS:**

Four-year degree from an accredited college or university. Consideration given for Master's degree.

AAAE CM designation required. Consideration given for A.A.E. designation.

5 years' experience in airport executive management, including a minimum of 5 years at a comparable size commercial airport with a commerce park; or commensurate experience within business.

Preference is given to those candidates with a working knowledge in all areas of Aviation, Personnel Management, Public Relations, Law Enforcement, Aircraft Rescue and Firefighting, and Property Management, and the knowledge acquired through many years of practical experience in aviation and aviation-related industries.