

**MINUTES OF THE REGULAR MEETING OF THE  
SANFORD AIRPORT AUTHORITY  
DECEMBER 3, 2019  
8:30 A.M.**

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**PRESENT:** Tom Green, Chairman  
Jennifer T. Dane, Vice Chairman  
Chick Gregg, Sr., Secretary Treasurer  
Kenneth Bentley  
Frank S. Ioppolo, Jr.  
William R. Miller  
Clyde H. Robertson, Jr.  
Clayton D. Simmons  
Stephen P. Smith  
Brett Renton, Airport Counsel  
Mayor Jeff Triplett, City Liaison

**ABSENT:** Commissioner Brenda Carey, County Liaison

**STAFF PRESENT:** Diane Crews, President & CEO  
George Speake, Executive Vice President & COO  
Don Poore, Chief Financial Officer  
Tom Fuehrer, SAPD Chief  
Tommy Gentry, IT Director  
Lori Hunt, Executive Assistant  
Radhika Jablonski, Finance Manager  
Danette Maybin, HR Manager  
Al Nygren, Property Manager  
Lauren Rowe, Communications Director  
Julie Sawyer, Executive Assistant

**OTHERS PRESENT:** Oscar Anderson, Southern Strategy  
Sonya Brauer, South East Ramp  
Krysty Carr  
Steve Cornell, Kimley Horn  
Luke Frey, Walbridge  
Hilary Maull, Avcon  
Yasmin Moreno, CERM  
Jeremiah Owens, CPH  
R. Keith Robinson, AWW  
Tom Roda, ATKINS  
Doug Saunders, C & S Companies  
Craig Sucich, AVCON  
Michelle Tatom, Rhodes & Brito Architects

1. CALL TO ORDER, PLEDGE OF ALLEGIANCE, AND INTRODUCTION OF GUESTS

The meeting was called to order at 8:31 a.m. followed by the Pledge of Allegiance and introduction of new Board Director Kenneth Bentley.

2. ADVERTISEMENT OF MONTHLY MEETING

Copies attached.

3. ANNUAL STAFF ACKNOWLEDGEMENT

Chairman Green invited the SAA staff to join the meeting. President Crews wished staff Merry Christmas and expressed how valuable they are as a team, and the Airport could not be run effectively without them. On behalf of the Board, Chairman Green noted we know teamwork makes the dream work and he thanked the employees for their hard work and wished them Happy Holidays.

4. PRESENTATION TO TIM SLATTERY

Deferred until the January Board meeting.

5. APPROVAL OF MINUTES OF THE REGULAR MEETING HELD ON NOVEMBER 5, 2019

Motion by Board Director Smith, seconded by Board Director Dane to approve the Minutes of the Regular Meeting held on November 5, 2019. Vote was taken, none opposed. Motion passed.

6. LIAISON REPORTS

A. City of Sanford

Mayor Triplett updated the Board that the Christmas Tree lightening is this Friday 6 p.m. at Magnolia Square; the Christmas Parade is Saturday December 14<sup>th</sup>; and the Boat Parade is Saturday December 21<sup>st</sup>. Mayor Triplett wished everyone Happy Holidays.

7. COMMENTS FROM THE PUBLIC

None.

8. PRESIDENT'S REPORT

President Crews updated the Board regarding construction projects:

- Terminal expansion: 64% complete project on schedule.
- Welcome Center Renovation: complete
- Taxiway Bravo, Charlie, Lima Rehabilitation: slight delay awaiting receipt of the grant, that is on today's Agenda. Awaiting FDOT Grant. Construction anticipated to begin February 2020.
- CBP Repair Replacement Project: continues to move forward.

Don Poore presented the interim financials.

President Crews updated the Board regarding the property report, noting that Michelle Telfair, who is our lease manager, is taking over that responsibility and that the reports will be brought current before the next Board meeting.

Lauren Rowe presented the marketing report:

- Orlando Sentinel front page article featuring the Airport and the Lockheed Martin Air Show 2020. President Crews noted the Thunderbirds Commander has been invited to speak at Aviation Day.
- Considering advertising in the Sentinel with a travel personality test which would be linked to our destinations.
- For Veterans Day, special SFB t-shirts were designed and handed out to Veterans at the gates.
- Working on an agreement to sponsor NASCAR Daytona 500.
- Airport coloring book created by Josh Glennon our new firefighter.

Oscar Anderson, Southern Strategy updated the Board regarding:

- Appropriations request for stormwater work.
- Job growth grant funds.
- Slip ramp.
- Groundbreaking for the Terminal Expansion as an opportunity to invite the Governor.

President Crews updated the Board regarding the original appropriations request for stormwater project in the Commerce Park. They met with a developer to discuss the City of Sanford Fire Station and looked at the drainage situation on the site, and it was determined the need was greater there to alleviate the cost of that project. Oscar Anderson was informed of the need to change the request, and now the appropriations request is for drainage improvements in that area of the Airport. The developer is going to give us a cost estimate on building the fire station for the Airport, since the City had asked the Airport to build the fire station and lease it to them. President Crews reported that Staff had met with Western Aviation LLC, an organization out of Colorado that is interested in doing some projects for us. George Speake stated that the drainage improvements will also help with the north side development.

George Speake presented an update on Aviation Day:

- Using counter clickers this year for accurate headcount.
- Lockheed Martin has given the Airport \$15,000 towards Aviation Day, currently the Airport, SCPC and SSC sponsor the event.
- C-17, KC-135, Allegiant airplane and Avocet airplane. Hoping the Coast Guard will bring a C-130, and NOAH will participate.
- Simulators.
- Guest speakers:
  - o Lt. Col. Christine Mau (retired), the first woman to pilot the F-35, and now a test pilot for Lockheed Martin. She works with a STEM group, an all women crew of a B-25, they are bringing STEM hands-on activities for kids. Female Allegiant pilot.

Discussion regarding Lockheed Martin Air Show 2020.

President Crews referenced the police and fire reports.

President Crews referenced the calendar/community involvement.

President Crews distributed the aerials.

Discussion regarding rates and charges. President Crews recommended not making changes to the rates and charges at this time. President Crews noted the badge rate is changing. George Speake stated changes are happening at the TSA levels that make this process a more secure process, right now the fee is \$90 every two years, it will change to \$60 every year. Discussion regarding parking fees and landing fees. Discussion regarding renegotiation of contract with Allegiant.

President Crews updated the Board the SAA closed on the purchase of the Dykes property. President Crews stated regarding the front entrance property being donated to the Airport, that the owner is moving forward with a new appraisal or may go with the first appraisal. If we can have that move forward before the end of the year, it would require a Special Board meeting.

## 9. COUNSEL'S REPORT

Brett Renton updated the Board regarding L3, the lease has been signed. There was a holdup due to the merger, L3 agreed to give us a better guarantor. Because guarantor was changed, and language changed regarding the language of the assignment, Counsel needs the Board to approve the change and ultimately authorize President Crews to execute the lease.

Motion by Board Director Ioppolo, seconded by Board Director Smith to approve the L3 Lease as presented by Counsel with the changes. No comment from the public. Vote was taken, none opposed. Motion passed.

Brett Renton updated the Board regarding Gator Dock and Marine site.

Mr. Renton requested a shade session in January, pursuant to 286.011 seeking advice of counsel regarding a recent lawsuit filed by Sanford Airport Authority against 3M.

Mr. Renton then updated the Board regarding the ongoing dispute with GOAA.

Brett Renton referenced the Consent Agenda and noted that the FAA has made SFB the first airport in the country to test for new electronic submittal of Grants.

Brett Renton wished everyone Happy Holidays and Merry Christmas.

#### 10. AIRPORTS WORLDWIDE REPORT

Keith Robinson stated Elizabeth Brown sends her regrets, and well wishes for Happy Holidays and Merry Christmas. Keith Robinson highlighted the following from the AWW report: slight decrease compared to November 2018, the Thanksgiving holiday was on December 1<sup>st</sup> this year, over 15,000 passengers on Sunday alone. Exceeded 3M passenger count at the end of November. On track calendar year 2019 with 5.7-5.8 % growth. Thanksgiving is a big challenge for parking, peak vehicles almost the same as last year just below 4,000 vehicles on hard surface and grass lots. Lost some hard surface spaces due to construction and had to increase grass parking. Operationally held a monthly safety event in November through Vinci promoting health and safety. Keith Robinson referenced station score card from Allegiant which shows for the month of November 99.3% star rating. Air service working with a new potential international air carrier with 10 rotations for 2020.

TUI follow-up: Vinci met with TUI at their home office in Belgium, confirmed it was a financial decision to move to Melbourne. AWW will be meeting with TUI here at SFB assuring them we are planning to provide them with first class service the next two years. Keith Robinson reminded the Board there is a scheduled Board to Board meeting January 10<sup>th</sup> with AWW and Vinci representatives.

Board Director Smith requested an update on the 737Max. Keith Robinson responded he hasn't seen any updates and would report back to the Board. Board Director Ioppolo requested an update on AWW's replacement marketing person. Keith Robinson stated he would defer to Elizabeth Brown; they had interviewed several candidates and he wasn't directly involved with the

interviews and would have Elizabeth get with President Crews. President Crews replied she met the candidate at Takeoff, he has some responsibilities to finish up first. Also, Vinci has two people lending their support in the interim.

## 11. CHAIRMAN'S REPORT

Chairman Green stated he had met with President Crews and George Speake and felt he needed to update the Board. He noted that we've got our land on Red Cleveland Blvd. and the Safari Investment donation of land which will put those two parcels together. He has asked Board Director Dane to Chair EDAC and look at the Commerce Park. A concern was brought up in the meeting (with Ms. Crews and Mr. Speake) regarding the parcel on Red Cleveland on which a proposed hotel is planned to be built. Without taking into consideration the Airport's existing parcel or the Safari parcel, the County is considering multiple access points into the hotel property.

George Speake referenced the property being discussed on the computer screen and stated there are two curb cuts being proposed along Red Cleveland Blvd. and a median cut. The Airport has maintained the property for years, including the irrigation, landscaping and signage. In addition, the curb cuts and median cut will clog up traffic in both directions.

President Crews noted we have an Interlocal Use Agreement with Seminole County for the construction and maintenance of the entrance that went into effect February 2004. We spend \$60,000 per year to a private grounds company to keep the front entrance looking nice. The Airport put in number of improvements, including a pond and fountain, has replaced the fountain once already, pays for Lake Doctor to treat the pond, and also pays for lights which are all covered by the agreement.

Chairman Green noted the big issue for him, in his experience as a developer, owning the land across the road, is that normally they reach out to the adjacent landowner that it will affect. Chairman Green stated from that standpoint the Airport should have been asked, especially after all the money they spent. The issue now is the respect of whoever is making the decision at the County reaching out to the Airport so both landowners can agree on the placement of the median or curb cuts to the benefit of both parties.

Board Director Ioppolo encouraged the Board Directors to reach out to all of the County Commissioners and let them know that we have a strong issue with how this is proceeding, and we want to be involved. He inquired of Counsel and felt we need to get a letter out to make sure the County knows how we feel.

President Crews updated the Board that she and George Speake will be meeting with each of the County Commissioners, and she has also spoken with County staff. She referenced a meeting Commissioner Carey mentioned at last month's Board meeting regarding conducting a Small Area Study. President Crews at that time stated she would like to be part of that meeting. She was invited to the meeting with City and County staff, and during the course of the meeting, the proposed changes along Red Cleveland Boulevard were referenced. She noted that when she discussed this with the City, they were also unaware of these proposed changes along Red Cleveland Blvd. President Crews stated she understands it would be ridiculous to say the Airport doesn't ever want any curb cuts along Red Cleveland, but coordination with the Airport should have happened. And not only with the Airport, it should have occurred with the City as well. Chairman Green noted we are aware of the issue now, and at the least, there should be coordination between the two property owners involved.

Chairman Green asked the Board to keep in mind that next year is going to be a big year. The Airport is going to go through the biggest and highest priority item and that is selecting a new President & CEO. He suggested that the recruiting firm we hired come before the Board in January or February to give an update on the process. President Crews asked Danette Maybin to reach out to Grice Group.

## 12. CONSENT AGENDA

- A. Consider and authorize the disposal of vehicles and equipment that have economically exceeded their useful life.
- B. Consider approval of the Ground Transportation Pre-Arranged Permit for January 1, 2020 – December 31, 2020.
- C. Consider approval of an authorization to execute FAA AIP Grant No. 3-12-0069-081-2019 for Rehabilitation of Taxiway Bravo, Charlie and Lima Phase 1.
- D. Consider approval of Addendum E to Lease No. 2015-01 with JUSTIN BLINN for Building No. 529, located at 2990 Cameron Ave., (Residential).
- E. Consider approval of Addendum K to Lease No. 2008-039 with MARY SMITH for Building No. 300S, located at 3106 Rudder Cr., (Residential).
- F. Consider approval and authorize President to execute task order 2019-01 between the Sanford Airport Authority and Avcon.

Board Director Ioppolo made a motion, seconded by Board Director Gregg to approve Consent Agenda items A- F. Vote taken. None opposed. Motion passed.

## 13. DISCUSSION AGENDA

- A. Consider approval of firm(s) for Professional Airport Engineering Services.

President Crews updated the Board on an RFQ for Airport Engineering Services that was issued noting that eight responses were received which is the most the Airport has received before. The Committee, comprised of President Crews, staff and Board Director Gregg, went through the submissions, short listed four and ranked them. The top two were Avcon and CPH. President Crews stated her recommendation based on the Committee's input is to reduce the number from three engineering firms to two. The reason for this is the committee looked at work coming forward in the next five years and didn't feel we needed to have three firms, we don't have enough work to sustain three. President Crews noted this doesn't prevent us from having more firms; if the need arises, we can always go back out for an additional firm or issue another RFQ for a specific project.

Board Director Gregg stated based on workload coming up he'd rather be able to spread a little amount of work between two firms than spread it between three.

Board Director Smith inquired how the rate structure compares between the firms. President Crews noted that information can't be asked; once a firm is chosen, you negotiate. Brett Renton informed the Board per the statutes for the CCNA, you look at the quality for the individual firm, rank them and then go into negotiation where you then deal with rates.

Discussion smaller projects coming up versus larger projects, assignment of engineering firm based on project type and availability of firm.

Board Director Gregg stated regarding two versus three firms with the amount of work coming up you've got to spread the work out between three instead of two of them and determine is the Airport better off not spreading the work so thin.

President Crews noted several years ago she was asked by a Board Director to show that distribution because there was some concern one wasn't get as much work as another.

Board Director Ioppolo inquired if it made sense going through the RFQ process as a renewal to identify two firms as the primary and one as overflow. Board Director Gregg responded they are ranked 1,2 and 3. If we were to fail to negotiate a contract with 1 or 2 you move on to 3. Board Director Ioppolo replied the first two are where I would spend my money and if I found myself in a situation where they didn't have the capacity for the first two, I'd already have my designated overflow and instead of having to go out with an RFP for a specific project. President Crews noted in that case we really need to approve all three.



Brett Renton informed the Board if you're not messing up the rank order you can accept 3, 2 or 4, do whatever you want as a Board. President Crews stated the Board can approve four.

Discussion regarding approving two firms and the other two would be backup. Discussion CCNA, not having to go out and bid every single project that comes up.

Brett Renton stated the process by statute is that this is the recommendation. Diane will now go back and begin negotiations with number one and two, or if the Board directs her, then 1, 2 and 3. If you can't come to terms financially that make sense or are out of line, then they are skipped and you move down to the next rung. Just because somebody is number one in the ranking doesn't mean they get a contract; if they can't come to financial terms you move down the line. The expectation by statute is not that you're selecting an exorbitant number. It's usually you're picking one or two and lock those in, and if you can't come to terms, you're obviously using math to get a great structure in place so move down to the next engineer assuming their quality is there. If you only lock two and you need another engineer because these two are engaged, you will have to go back through the entire RFQ.

Board Director Dane noted she liked the idea of having more to choose from, in the event projects come up. The workflow might not be there but if we only come to terms with the two it would be nice to have a third or even a fourth. It was exciting to see somebody new on there. She noted the fourth ranked firm the comments from the November meeting are written negatively. And she would like the opportunity to allow more businesses to be engaged here at the Airport, and if it doesn't cost us anything to do it then why wouldn't we do it.

Board Director Robertson made a motion, seconded by Board Director Dane to select Avcon, CPH, Atkins and C&S companies for Professional Airport Engineering Services and authorize the President & CEO to negotiate and execute the contract with all firms subject to satisfactory review of the Airport Counsel.

### Discussion

Discussion regarding history of the number of engineering firms went from two to three. Why stifle the opportunity for more businesses to be engaged with the Airport? Companies were vetted. Part of the Board's job is to continue to grow the economics of the community. If four firms were chosen that's additional work for staff to negotiate with four companies. There is more bargaining power with four potential candidates. Size and location of firms, people scattered all around the company, length of time it could take them to get here.

Discussion regarding assigning projects, or having all firms bid on a project. Counsel updated the Board there is an AG opinion that says you cannot bid between firms, however if you have a project of a size that warrants it, you are

always free to go out and do an RFQ for that particular project and select anybody and not just your consultant.

Discussion regarding competitiveness comes out in the individual contract negotiation. Discussion regarding process, Committee comments and the matrix to assure this is a transparent process.

Brett Renton clarified regarding the negotiations in the contract, it's not that you're awarding the contracts, the Board is authorizing President Crews to negotiate and assuming she can come to an agreement, then bring them back to the Board for approval.

Board Director Simmons called the question.

Vote taken. Board Director's Gregg and Miller opposed. Motion passed.

B. Consider approval of position description for the President and CEO.

President Crews stated the next item is the approval of the position description for the President and CEO. The current position description was distributed to the Board with one change, and that is the name of the agreement that we have with AWW. The Board has designated Board Director Gregg to work with staff to find a search firm, we had looked at the position description and felt it needed to be changed to require the candidate have the Accredited Airport Executive (AAE) certification. The former position description requested CM which is the first step of three in the AAE process to obtain accreditation.

Chairman Green stated when he met with staff prior to the Board meeting it was determined to have that designation and condition which wasn't in the original job description. Having gone through searches, it was his suggestion to bring it to the Board to decide. He referenced George's situation and up to a few months ago, he didn't have that designation and we wouldn't have been able to consider him for the position.

President Crews remarked one of the concerns that was voiced was the job that she holds is different than her predecessor in some ways and the Board wanted to make sure that this position adequately and accurately captures the requirements of the job. She's gone through the job description and felt it does. Yes, there are things you can change but she didn't see an area and felt that it adequately captures the job.

Board Director Simmons noted the airport manager is a unique position and we need somebody who has experience. President Crews had 14 years of Airport experience plus certification. Running an airport, dealing with the FAA, dealing with FDOT, elected officials and then on the ground running this place takes a unique skillset. He felt the AAE certification makes sense. We're asking for 5 years' experience. If somebody is dedicated to the Airport community, they're

going to pursue like George an AAE certification; they want to move across the Airport world and have all the qualifications necessary to be a good airport director. This is what we're looking for and it's a good addition.

Board Director Smith agreed and felt George meets our requirements.

Discussion regarding the AAE accreditation or the qualifications, process and time to complete.

Board Director Simmons made a motion, seconded by Board Director Gregg to approve the job description with AAE requirement.

#### Discussion

Discussion regarding the AAE timeline, 5 years' experience. Difficulty for someone to already have AAE certification, if they're in the process we would still want to meet with that candidate.

Mayor Triplett noted up until a few months ago George wouldn't even be qualified for the position, so why would you limit someone with a huge amount of operational experience, 14 years at your own airport.

Discussion regarding whether five years airport experience in the job description is enough.

Board Director Simmons amended the motion to approve the position description as presented by President Crews in her agenda memo, which was without the AAE Certification being a requirement, but preferred. Board Director Gregg seconded the amended motion. Board Director Ioppolo called the question.

Vote taken. None opposed. Motion passed.

#### 14. COMMENTS FROM THE PUBLIC

None.

#### 15. OTHER BUSINESS

None.

#### 16. REMINDER OF REGULAR BOARD MEETING ON (JANUARY 7, 2020)

#### 17. ADJOURNMENT

There being no further business, the meeting was adjourned at 10:55 a.m.

Respectfully submitted,

*Diane H. Crews*

Diane H. Crews, President & CEO  
/lh