



CITY OF  
**FORT LAUDERDALE**

**AVIATION ADVISORY BOARD  
FORT LAUDERDALE EXECUTIVE AIRPORT  
ADMINISTRATIVE OFFICE - MULTIPURPOSE ROOM  
6000 NW 21 AVENUE, FORT LAUDERDALE, FL  
THURSDAY, FEBRUARY 28, 2013, 1:30 P.M.**

<b>Board Members</b>	<b>Attendance</b>	<b>Cumulative Attendance 7/12 through 6/13</b>	
		<b>Present</b>	<b>Absent</b>
Bunney Brenneman, Chair	P	6	0
Bruce Larkin, Vice Chair	P	4	2
Kevin Borwick	A	4	1
Ron Carlson	P	5	1
Avery A. Dial	P	4	2
Linda Iversen	A	5	1
Patrick Kerney	P	3	3
Stephen Stella	P	6	0
Mark Volchek	P	3	3
Pamela Bushnell, Commissioner	P	5	1
City of Tamarac [non-voting]			
Jeff Helyer, City of Oakland Park [non-voting]	P	6	0

**Airport Staff**

Clara Bennett, Deputy Director, Transportation and Mobility  
Mark J. Cervasio, Assistant Airport Manager  
Rufus James, Assistant Airport Manager  
Fernando Blanco, Airport Engineer  
Florence Straugh, Noise Abatement Officer  
Scott Kohut, Airport Operations Supervisor  
Diana McDowell, Administrative Assistant II  
Angela Brewton, Acting Business Assistance Coordinator (Foreign-Trade Zone Administrator)  
Melissa Grabiec, Airport Intern

**Call to Order**

Chair Brenneman called the meeting to order at 1:31 p.m.

Roll was called and it was determined a quorum was present.



## **VOTING ITEMS**

### **1. Approve Minutes of January 24, 2013 Meeting**

**Motion** made by Mr. Volchek, seconded by Mr. Stella to approve the minutes. In a voice vote, motion passed unanimously.

### **2. Executive Airport Parcel 3 – Buehler Aviation Research Foundation, Inc. Second Amendment to Lease Agreement**

Ms. Bennett stated that Buehler Aviation Research Foundation's lease for Parcel 3 was set to expire on October 19, 2014 and that the current lease rates for the property were \$0.04 per square foot which totaled \$7,743.00 per year.

She added that the Buehler Foundation had requested an extension on their lease agreement for five years, and in consideration for the five year extension the foundation had agreed to increase their rent to the current minimum aviation lease rate of \$0.35 per square foot resulting in an annual lease payment of \$68,081.65 with CPI adjustments annually.

The five year extension would allow the foundation time to develop a long term strategy and redevelopment plan for the property. She recommended that the lease be extended through October 19, 2019 and that the rent be adjusted to \$68,081.65 with annual CPI adjustments.

Chair Brenneman asked if they planned on leaving the airfield in the long term.

Ms. Bennett responded that she wasn't aware of their plans, but that they agreed to a shorter extension since they weren't in a position to present an overall plan. The shorter term would allow for additional time to determine a longer term strategy that works for both sides.

**Motion** made by Mr. Kerney, seconded by Vice Chair Larkin, to approve the second amendment to the lease. In a voice vote, motion passed unanimously.

### **3. Executive Airport Parcels 23 and 23A – State of Florida, Board of Regents Amendment to Lease Agreement**

Ms. Bennett stated that Parcels 23 and 23A were leased by the State of Florida Board of Regents and that their current rent was \$37,461.06 annually. She added that the property had been vacant since about 2006 and the Board of Regents requested an early termination of the lease agreements that were set to expire on October 20, 2020. In consideration of the early termination, the school agreed to demolish the building and clear the property for future use by the airport for other purposes by June 30, 2013.

Commissioner Bushnell asked why it was preferable to demolish the building.

Ms. Bennett explained that the building was built around 1974 and it had been vacant since Hurricane Wilma due to water intrusion which led to mold that needed to be

remediated. It was preferable that they demolish the building and clear the site rather than complete any remediation that may be required.

**Motion** made by Mr. Volchek, seconded by Mr. Kerney, to approve the amendment to the lease to terminate on June 30, 2013. In a voice vote, motion passed unanimously.

**4. Taxiway Echo Pavement Rehabilitation – Project 11750  
Kimley-Horn and Associates, Inc. – Task Order No. 21 Amendment No. 1**

Mr. Blanco stated that Task Order 21 provided for the engineering design, surveying, and geotechnical service for the repair and rehabilitation along Taxiway Echo. The task order amendment was approved by the Board at the December 6, 2012 meeting in the amount of \$7,665.00 and provided for additional engineering and design services during the 30% design phase as well as surveying services due to new FAA standards which required the widening of the taxiway connectors along Taxiway Echo.

Mr. Blanco added that during the preliminary design phase and prior to the award of the amendment, it was determined that electrical design services would also be required as part of the redesign of the taxiway connectors. In an effort to avoid issuing a second amendment to Task Order 21, Staff decided to revise the first amendment to include the additional electrical design services as part of the amendment.

Mr. Blanco noted that staff negotiated a revised Task Order 21 and the associated fees and electrical design services, along with any additional surveying and adjustments to the DBE monitoring services. The total amount of the task order amendment was \$32,178.30, which would be funded by the Airport's CIP. Staff was also working with the FAA to obtain grant funding for approximately 90% of the eligible costs.

Chair Brenneman asked what the timeframe was for the additional electrical design services.

Mr. Blanco stated that it would be concurrent with the original design and it shouldn't add any time to the project.

Mr. Helyer asked if the additional \$7,665.00 was included in the new amount of \$32,178.30 or if it was in addition to the new amount.

Mr. Blanco clarified that it was included in the \$32,178.30.

**Motion** made by Mr. Carlson, seconded by Mr. Kerney, to approve Task Order No. 21 Amendment No. 1 with Kimley-Horn and Associates, Inc. in the amount of \$32,178.30. In a voice vote, motion passed unanimously.

**UPDATE ITEMS**

**A. Executive Airport Parcel 8AB – Revised Site Plan**

Mr. Cervasio stated that KC FXE Aviation Investments, LLC leased Parcel 8AB and that the rental payments were \$145,818.66 per year with an annual adjustment in

accordance with the CPI. The next scheduled adjustment would be November 1, 2013.

He added that KC FXE operates an FBO and according to the terms of the lease they were required to redevelop the property. The redevelopment was to consist of three phases totaling approximately \$5,000,000. Phase I involved the demolition and removal of the restaurant that was on the property which was to be completed in the first twelve months from the commencement of the lease and had been completed. Phase II consisted of construction of a minimum of 21,577 square feet of aircraft hangar and office space as well as roadway access, automobile parking, and other site improvements. Phase II was to be completed by November 1, 2014 with a minimum investment of approximately \$1,800,000. Phase III would consist of another two hangars totaling approximately 29,300 square feet and a 10,000 square foot two-story office building which would total approximately \$3,000,000 and should be completed by November 1, 2019.

Mr. Cervasio explained that Mr. Ignacio Martinez, a Venezuelan-American businessman, was a managing member of FXE FBO Holdings, LLC and intends to acquire the total membership and interest of KC FXE Aviation Investments. With the acquisition, Mr. Martinez plans to meet the redevelopment requirements of the lease and develop a first class FBO.

Mr. Martinez's conceptual site plan consists of an FBO building approximately 19,200 square feet and four hangars totaling almost 80,000 square feet. He operated a business on the Airport since 2010 when he acquired a controlling interest in Professional Flight Transport, Inc. d/b/a Windsor Jet Management which operates seven Gulfstream IV aircraft as well as a Challenger 604, a Citation X, and various smaller midsize cabin class business aircraft. Mr. Martinez also owns Mach 1 Jet Services which provides jet maintenance and he acquired a lease option to purchase the Parcel 2A leasehold interest.

Ignacio Martinez presented conceptual site plans and gave a summary of his experience.

Chair Brenneman thanked Mr. Martinez for attending and providing the update.

**B. Vision Feedback and Strategic Plan**  
**Amy Knowles, Structural Innovation Manager**

Amy Knowles, Structural Innovation Manager, presented a PowerPoint presentation on Visioning and Strategic Management (see attached).

Mr. Helyer asked how the plan would reach out to other cities since Fort Lauderdale wraps around several other cities.

Ms. Knowles stated that the current focus was getting feedback and producing an aspirational and representative plan of the community. She added that they would be visiting with Commissioners and working with existing advisory boards and the community including homeowners associations and volunteers.

Don Campion from Banyan Air Service asked how they picked the year 2035.

Ms. Knowles explained that the Commission picked 2100 and it was scaled down by the Committee.

Chair Brenneman asked about the sustainability component included on the pie chart.

Ms. Knowles noted it was the conceptual scorecard and that they were looking into what would be the best indicators and the topics listed were representative of the idea groupings that had the most ideas.

Chair Brenneman asked how much emphasis was applied to sustainability.

Ms. Knowles noted that the biggest issue was sustainable development and it was a huge component of the plan. She also noted that the City was fortunate to have an Assistant City Manager that's on the cutting edge regionally and nationally in terms of sustainability and there is a sustainability action plan which has been adopted and is being implemented.

Commissioner Bushnell noted that in Tamarac they did surveys across the City for many years and the highest concern was regarding safety, and for Fort Lauderdale it was the lowest which she found interesting. She also agreed with Mr. Helyer that working in conjunction with other cities would benefit everyone.

Ms. Knowles stated that crime was the lowest concern through the visioning feedback and Commissioner Roberts who is a former police chief was also surprised by it. She added that they reasoned that the community must have a pretty good degree of safety now and they wouldn't get rid of safety in 2035, so it was more of a given and the strategic plan includes several indicators related to crime rate.

Commissioner Bushnell thanked Ms. Knowles for the presentation and Ms. Knowles thanked the Board.

Chair Brenneman thanked Ms. Knowles.

### **C. Noise Compatibility Program**

Ms. Straugh informed the Board about the Airport's outreach at the AOPA Pilot Safety Seminar on February 20, 2013. She noted that 232 pilots attended, which was the second highest attended AOPA Safety Seminar that the Airport's been part of since 2008. She added that an announcement was made regarding the Safety Expo which may result in a pretty big turnout.

### **D. Development and Construction**

Mr. Kohut noted that as of February 20<sup>th</sup>, 28 of the security cameras were up and running on the airfield and recording on the new software. There were two remaining, one was pending an unrelated fiber issue that was being resolved and the other one was pending the completion of the Air Traffic Control Tower Project. Also the new

network video recorder was installed at the Helistop as well as eight cameras.

## **E. Arrearages**

Ms. McDowell reported that World Jet's fuel flowage had been paid and they were no longer in arrears. She added that she was working with Aero Toy Store to bring them current.

Chair Brenneman asked why a percentage was charged for fuel flowage instead of a fixed rate.

Ms. Bennett explained that the rates were set at 5.5% of the invoice price per gallon of the wholesale price the FBOs pay up to 500,000 gallons of fuel and beyond that it's discounted to 3.5%. She added that there were airports that charged a fixed amount and they looked into in the past but it really depends on what's happening in the fuel market. She added that a fixed rate has an impact when the fuel prices are low.

Ms. Bennett noted that to change it would require a wholesale amendment and they would have to look at the business case analysis to determine if it was something the Airport could support in terms of the Capital Improvement Program and ongoing operating expenses and whether it would have a significant impact on Airport revenues.

Chair Brenneman stated that under the current situation, pilots were getting sticker shock when they filled up.

Ms. Bennett explained that the Airport doesn't set the retail prices, the FBOs set the price based on their cost to do business or their contractual rate they charge to their customers.

Chair Brenneman asked what the conclusion was when it was investigated in the past.

Ms. Bennett responded that the last time it was looked into was when the prices were similar to the current prices, the savings to the FBOs would not have been significant. She also mentioned that all of the FBO leases, with the exception of one, were new since 2005 and it was not something that came up in any of the discussions.

Mr. Volchek pointed out that he felt it was a small component of the fuel cost. He noted that the wholesale cost was around \$4.00 so 5% of that was only \$0.20 on the \$7.00 retail price.

Mr. Stella stated that \$20.00 for every 100 gallons was a lot.

Mr. Volchek added that most airports charge between \$0.10 and \$0.20 flat.

Mr. Stella stated that Charlotte was only \$0.04 and that a lot of airports were between \$0.04 and \$0.06 and he felt it should be a flat rate instead of a percentage.

Mr. Volchek noted that it really depends on the airport infrastructure and strategy.

Ms. Bennett said you would have to look at what the business plan of the airport and what services are offered such as a 24-hour tower, US Customs, the infrastructure, and the recapitalization program. It really depends on the mission and vision of the airport. She added that some airports charge landing fees.

Mr. Kerney asked if it was being suggested that pilots weren't coming to the Airport to get fuel because of the percentage on the fuel flowage.

Chair Brenneman responded that that was not being suggested.

Chair Brenneman added that it came up in connection with the landing fee question and the answer was that it wasn't charged because the FBOs were charged a fuel flowage percentage.

Ms. Bennett explained that it wasn't part of the rate structure and that if the Airport relied exclusively on the aeronautical revenues to provide the services that were offered to aeronautical tenants, the Airport wouldn't be able to offer the services it currently offers. The rate structure is based on the fact that the Airport has non-aeronautical revenue that provides for the services that are provided to the tenants and users of the Airport.

Mr. Kerney asked if Mr. Campion thought that pilots weren't fueling up due to the percentage charged for fuel flowage.

Mr. Campion said no and stated that it tightens the margin for the operator to stay competitive.

Chair Brenneman said that the question was coming from some citizens to the East that were talking specifically about the landing fees.

Ms. Bennett said that people are surprised that we don't charge a landing fee.

Chair Brenneman agreed and added that the same three people that started the conversation weren't aware that the Airport was an enterprise fund and they thought it was coming out of the City coffers. It was straightened out but the question keeps coming up.

Jim Torre from Banyan Air Service added that it was important to note that it's all about the economic model and how an airport is going to generate revenue. He mentioned that FXE was the best run facility that he had ever seen and that other airports that charged a flat rate also charged a percentage of revenues. He emphasized that there were different models and components that have to be considered.

Mr. Kerney stated that he had been flying out of FXE for 16 years and until he became a Board member he didn't know there was a fuel flowage fee and probably 8 out of 10 pilots probably don't know.

Chair Brenneman thanked everyone for their input.

**F. Communications to the City Commission**

The Board had nothing to report to the City Commission.

**G. FLL Update**

Ms. Straugh referenced an article from the Sun Sentinel regarding the expected delays at the Fort Lauderdale Hollywood International Airport.

She added that a map was also included to the next Noise Abatement Committee meeting on Monday, March 11<sup>th</sup> at 6:00pm.

**H. Safety Expo**

Ms. Straugh announced that the Safety Expo was to be held on Saturday, March 2<sup>nd</sup> from 9:00am to 5:00pm and she summarized the agenda and encouraged the Board to attend.

**Other Items and Information**

Vice Chair Larkin announced that he regretfully had to resign from the Board due to his election to the Civil Services Board.

Chair Brenneman thanked Vice Chair Larkin for his service to the City.

Ms. Brewton referenced a handout regarding a Foreign-Trade Zone Seminar that was being held at the Airport on Tuesday, March 12<sup>th</sup> and invited the Board to attend.

Mr. Campion asked if the Executive Airport would be affected by the sequestration.

Ms. Bennett stated that the Airport could lose a couple of hours at night and that an offer had been made to the FAA to pay for the second nightshift air traffic controller temporarily in an attempt to avoid any disruption in service.

There being no further business before the Board, the meeting adjourned at 3:03 p.m.

➤ Next scheduled meeting: March 28, 2013 – 1:30 PM

  
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Bunney Brenneman, Chair

**PLEASE NOTE:**

If any persons decide to appeal any decision made with respect to any matter considered at this public meeting or hearing, he/she will need a record of the proceedings and, for such purpose, he/she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.



# VISIONING AND STRATEGIC MANAGEMENT OVERVIEW AVIATION ADVISORY BOARD

FEBRUARY 28, 2013

Amy Knowles, Assistant to the City Manager for Structural Innovation  
Samantha Timko, Senior Management Fellow



INFRASTRUCTURE



PUBLIC PLACES



NEIGHBORHOOD  
ENHANCEMENT



BUSINESS  
DEVELOPMENT



PUBLIC SAFETY



INTERNAL  
SUPPORT

## CYLINDERS OF EXCELLENCE

HOW WE BUILD COMMUNITY



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CITY OF  
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City Manager's Office

**Me** Each Core Service Area will be headed by a selected Department Director who will function as a  
**Da** Core Service Area Team Leader ("Team Leader"). The responsibility of the Team Leader will be to  
**To:** assemble an inter-departmental team (of at least one member of every department) whose  
responsibility will be to meet, at least monthly, to develop a Strategic Plan for the Core Service Area  
that is consistent with the Vision Statement of the City<sup>1</sup>. The Strategic Plan will identify specific  
goals and objectives related to the Core Service Area. Additionally, the Strategic Plan will define the  
stated goals in the context of the meaning for our neighbors. Each Strategic Plan will have a three to  
**Fr** five year planning horizon and will be presented to the Commission for formal adoption.  
**Re:** Teams will also be responsible for developing (and monitoring) a coordinated Annual Action Plan,  
in line with the annual budget which will be designed to implement the corresponding Strategic

<sup>1</sup> Work will commence on the Core Service Area Strategic Plans in advance of the City's Vision statement being completed and adopted by the Commission. To the extent, that a Strategic Plan may be inconsistent with the future adopted City Vision statement, the Strategic Plan will be amended as necessary.

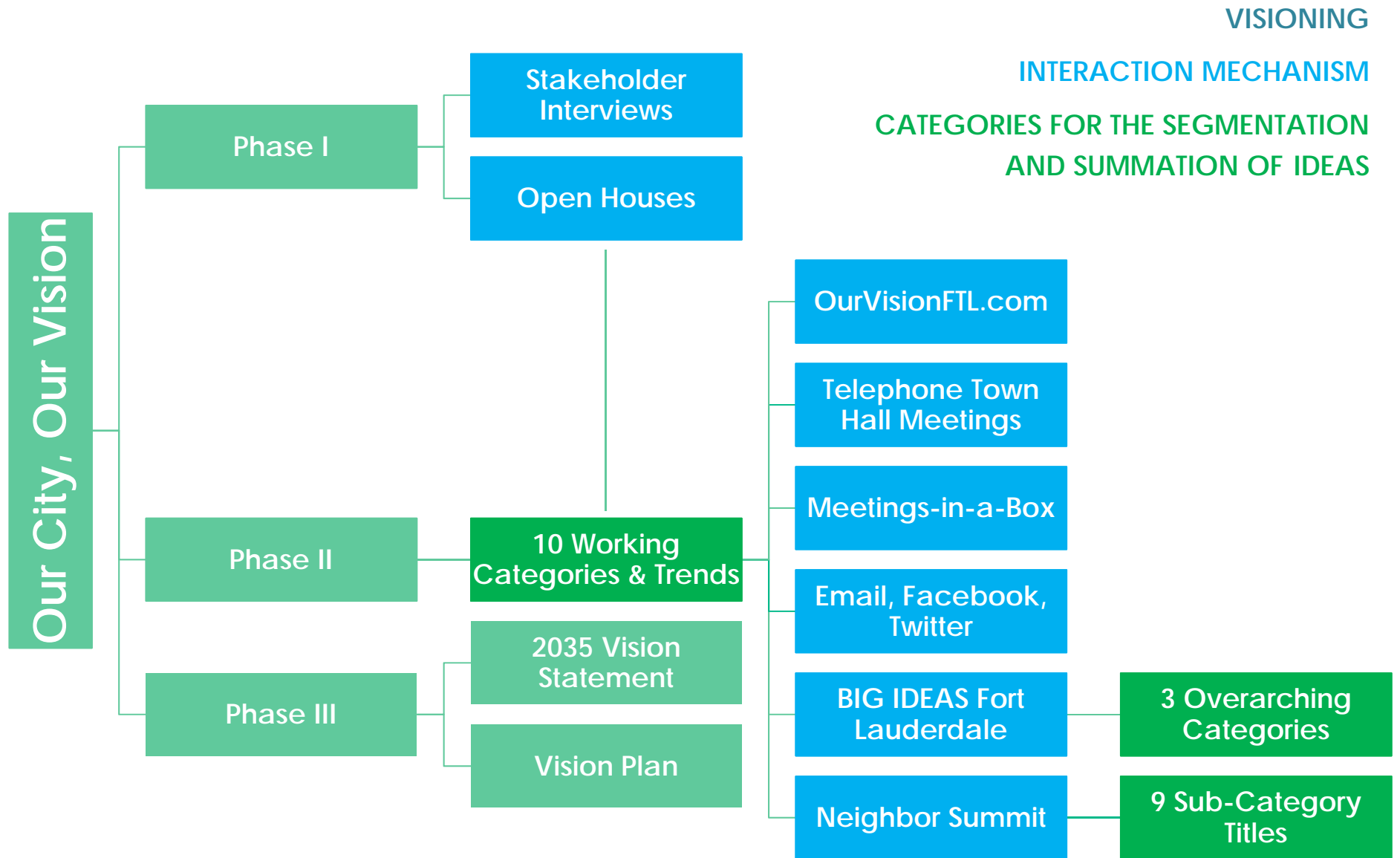


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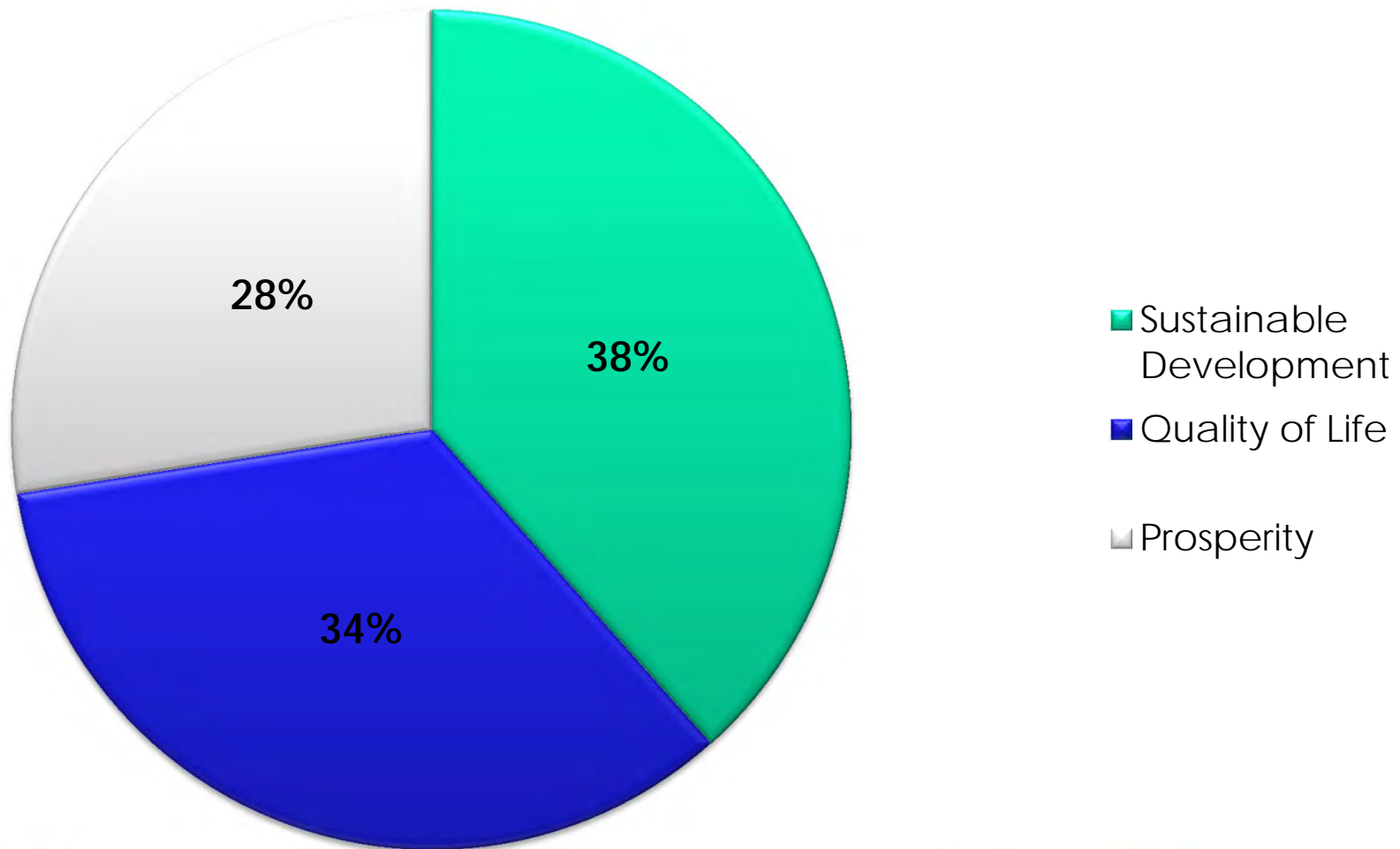
# MILESTONES







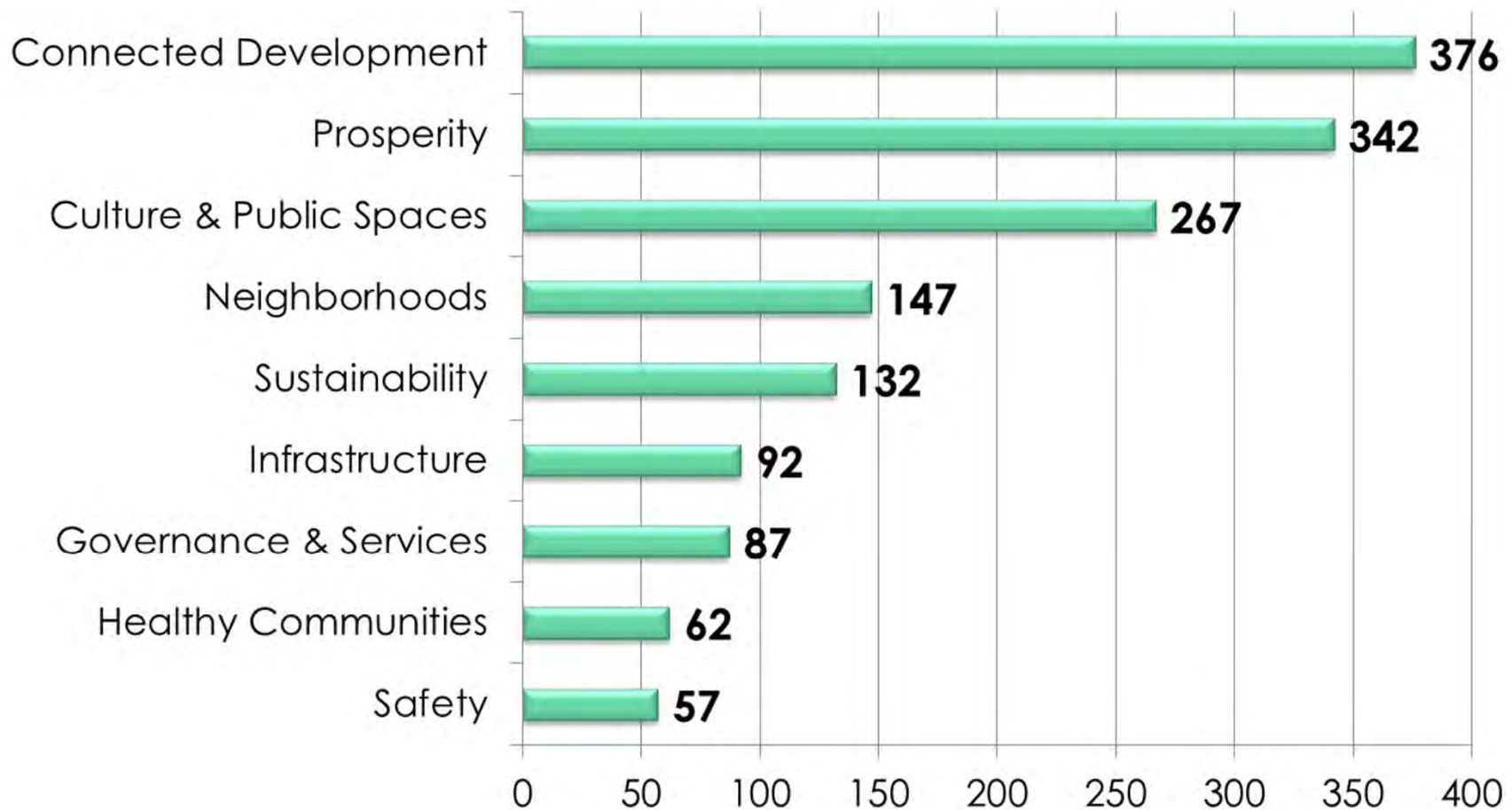
# PERCENT OF VISION IDEAS BY CATEGORY



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# VISION IDEAS BY SUB-CATEGORY



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# ALL PHASES: VISIONING OUTREACH

Unique Vision Ideas 437

Vision Ideas 1,562

Neighbor Interactions 5,548

2013 2035

We are  
Connected

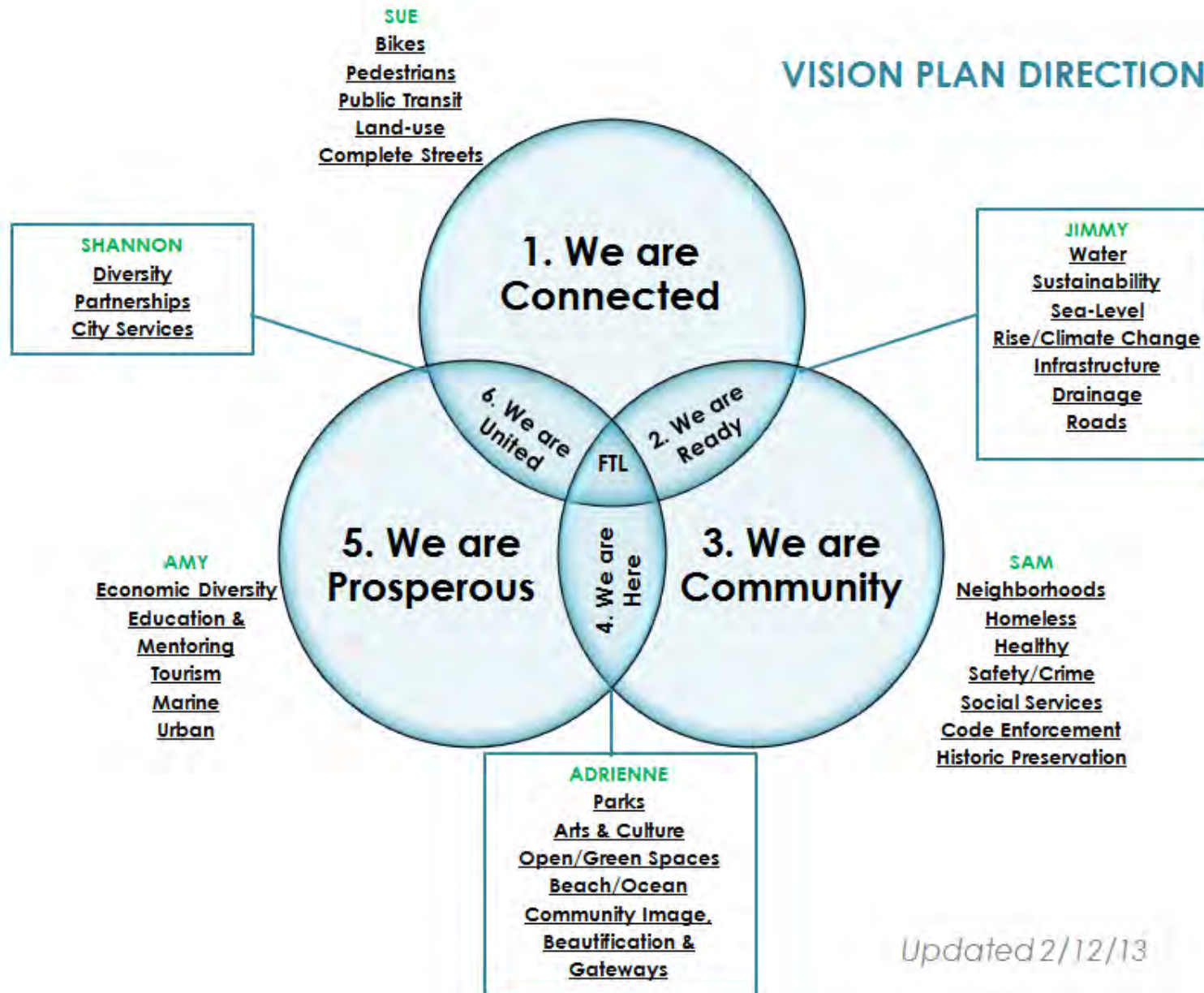
We are Fort  
Lauderdale

We are  
Prosperous

We are  
Community



## VISION PLAN DIRECTIONS



Updated 2/12/13

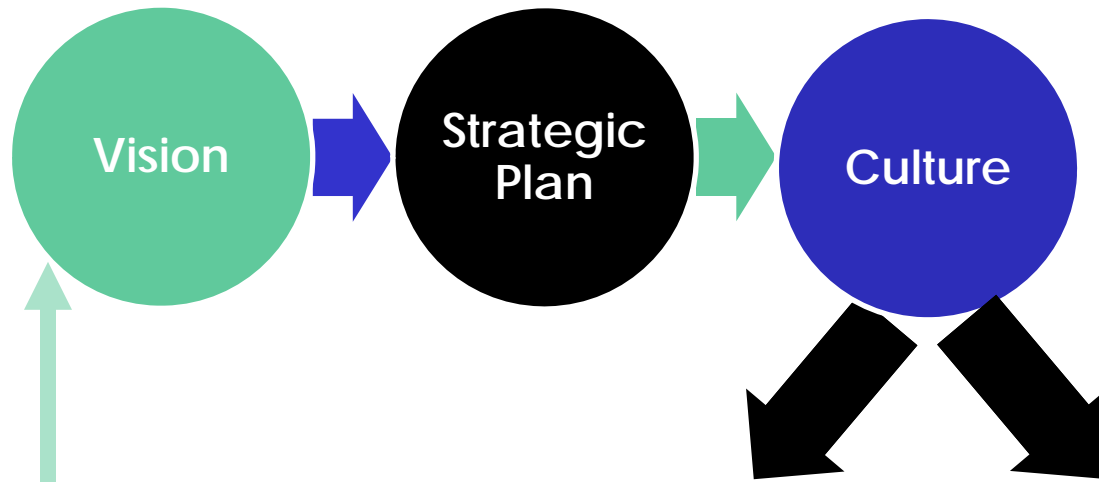


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# CONNECTING THE DOTS



- ❖ Neighbor Survey
- ❖ Vision Feedback
- ❖ Draft Strategic Plan
- ❖ Budget
- ❖ Community Investment Plan
- ❖ FL<sup>2</sup>STAT Meetings
- ❖ Commission Annual Action Plan
- ❖ Benchmarking
- ❖ ClearPoint
- ❖ Performance Indicators

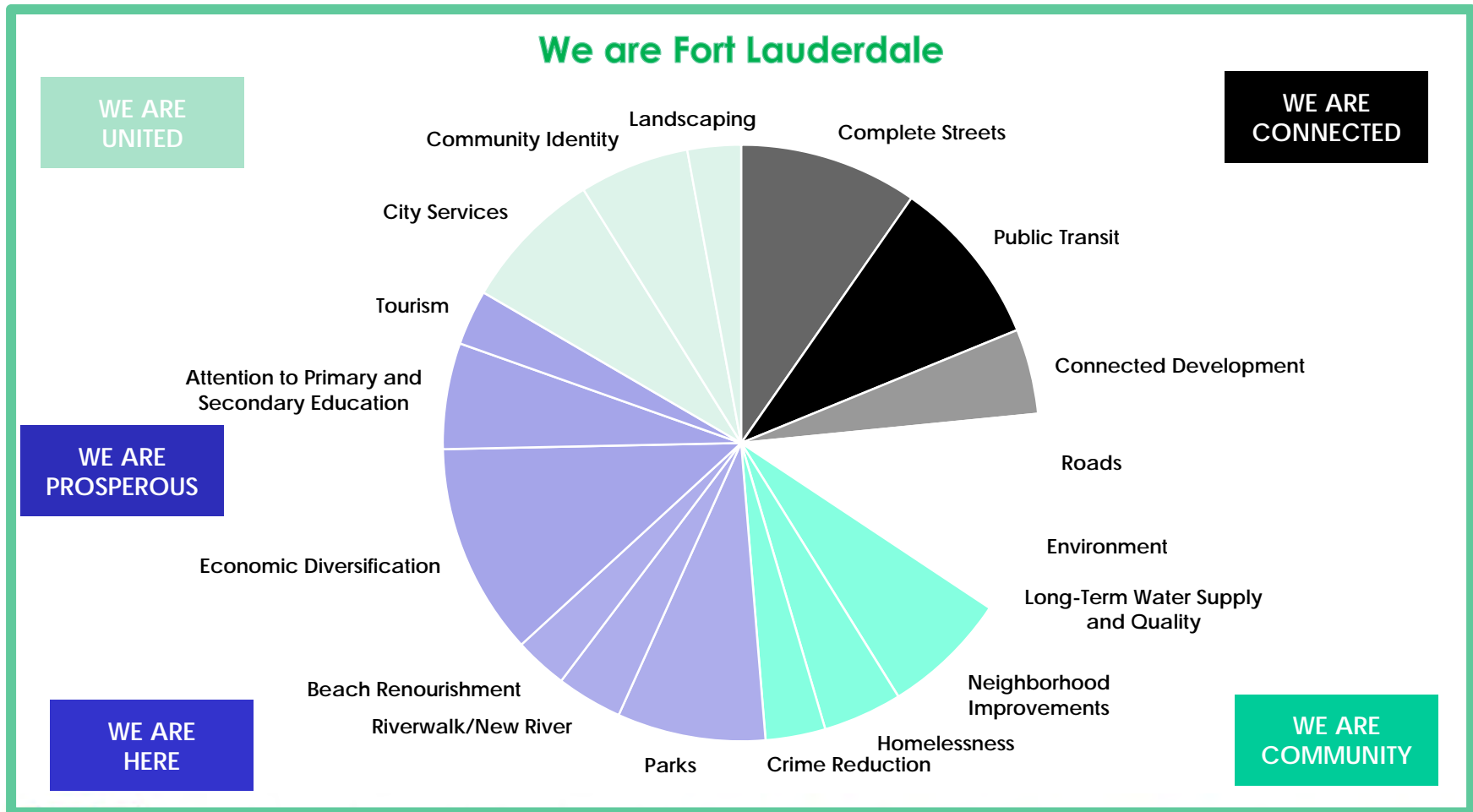
- ❖ Leadership
- ❖ Connections
- ❖ Commitment



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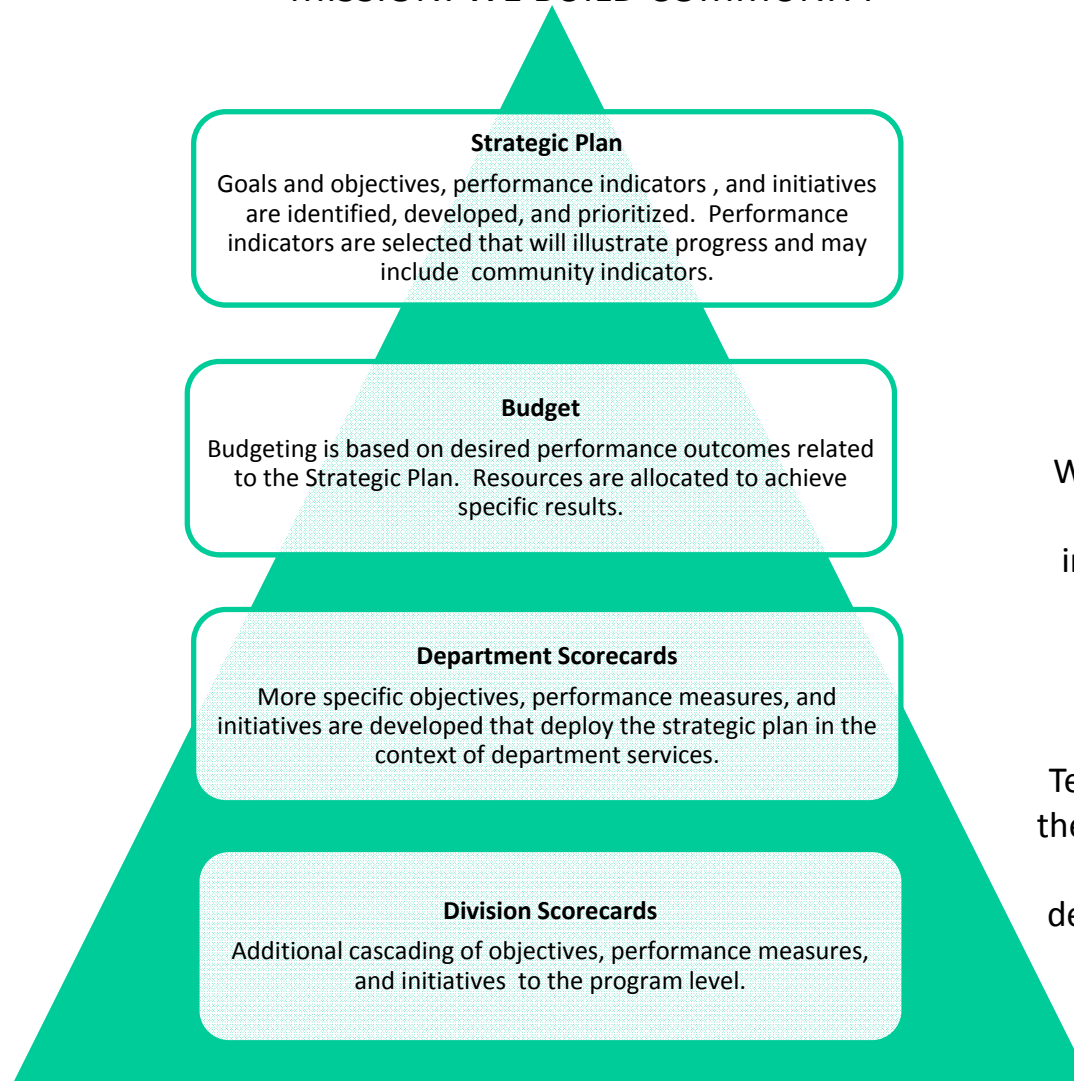
# CONCEPTUAL VISION SCORECARD

(for illustrative purposes only)



# DEPLOYMENT OF THE STRATEGIC PLAN

MISSION: WE BUILD COMMUNITY



## **FL<sup>2</sup>STAT**

Selection of performance deficits for innovative and interdisciplinary improvement

## **Benchmarking**

When possible targets for key measures will incorporate comparative benchmarks

## **Lean Process Improvements**

Team approach to shorten the time between customer request and service delivery by identifying and eliminating sources of waste



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<p>■ Increase transportation options</p>	<p>● IN 1-1 Number of B-Cycle trips from Fort Lauderdale stations</p>	<p>● IN 1-1 WAVE Streetcar Development and Funding* Commission Annual Action Plan</p>
	<p>↑ Number of Sun Trolley riders.</p>	<p>● IN 1-1 Monitor FEC Passenger Rail Implementation* Commission Annual Action Plan</p>
	<p>↓ Revenue dollars generated from TMA memberships</p>	<p>↑ IN 1-1 Trolley: Equipment, Routes, and Fares* Commission Annual Action Plan</p>
		<p>● IN 1-2 Develop Connectivity Master Plan (Greenway/Blueway/Complete Streets)* Commission Annual Action Plan</p>
		<p>↓ BD 1-2 Coordinate with TMA for City Excursions for Airport Passenger Program* Commission Annual Action Plan</p>

<p>↑ Provide facilities and services that will help businesses prosper</p>	<p>↑ Total aircraft takeoffs and landings.</p>
<p>↑ Market and promote the City's aviation facilities to attract airport business</p>	<p>■ Gallons of fuel sold to businesses</p>
<p>↑ Maximize revenues to ensure self-sustainability</p>	<p>↑ Number of outreach events hosted</p>
	<p>↑ Number of pilot interactions conducted</p>
	<p>↓ Number of new businesses registered</p>
	<p>↑ Revenue per aircraft operation.</p>
	<p>↑ Total revenue generated</p>
	<p>↑ Year-over-year percent change in revenue</p>



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## INFRASTRUCTURE

### **GOAL: Be a multi-modal City.**

Easy to move through by roadway, sidewalk, or waterway, with seamless connections to regional mass transit, such as Tri-Rail, Port Everglades, and the Airports.

### **GOAL: Build a sustainable and resilient Infrastructure.**

Smart investments in community infrastructure and rights of way for long-term economic and environmental viability and quality of life.



## BUSINESS DEVELOPMENT

### **GOAL: Be a business and customer focused City, cultivating a thriving local economy and attracting regional and global markets.**

Attract, expand and retain businesses through optimizing aesthetic and coastal assets, regional links, and strong industries. Act as a catalyst for economic development strategies while valuing our historic charm.



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## CONNECTING THE DOTS: ALIGNMENT WITH THE VISION

STRATEGIC MANAGEMENT TOOLS	<b>VISION STATEMENT:</b>	We are connected. We move seamlessly and easily through a safe transportation system where the pedestrian is first.
	<b>CYLINDER:</b>	INFRASTRUCTURE
	<b>STRATEGIC PLAN GOAL AND OBJECTIVE:</b>	Be a multi-modal City: Improve transportation options.
	<b>DEPARTMENT:</b>	TRANSPORTATION & MOBILITY
	<b>COMMISSION ANNUAL ACTION PLAN:</b>	FY 2013: Wave Development and Funding
	<b>BUDGET/ COMMUNITY INVESTMENT PLAN PRIORITY:</b>	FY 2013: Fund Trolley Stops, Fund WAVE
	<b>PERFORMANCE INDICATOR:</b>	Percent of trolley stops completed
COMMUNITY FEEDBACK	<b>VISION FEEDBACK:</b>	CONNECTED DEVELOPMENT #1 CATEGORY (376 IDEAS) Complete Streets: 133 ideas Public Transit: 124 Connected Development: 64
	<b>2012 SURVEY RESULTS:</b>	High Priority: Overall Flow of Traffic (40% satisfaction) Availability of public transit (46% satisfaction) Availability of City mass transit-Sun Trolley (43% satisfaction)
	DOWNTOWN MASTER PLAN	REGIONAL TRANSPORTATION AUTHORITY
	MPO LONG RANGE TRANSPORTATION PLAN	FEC ALL-ABOARD
OTHER PERTINENT PLANS	SIX Pillars PLAN	DOWNTOWN WALKABILITY STUDY



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# THANK YOU!

## QUESTIONS?