



MINUTES

Board of Directors Meeting JAA Administration Building 3rd FL Ed Austin Board Room January 25, 2016/8:30a

Chairman of the Board Ray Alfred called the January 25, 2016 Board of Directors meeting to order at 8:30a. The following board members were present at the call to order:

Mr. Ray Alfred, Chairman
Mr. Patrick Kilbane, Vice Chairman
Mrs. Terri Davlantes, Secretary
Mrs. Giselle Carson, Treasurer
Mr. Frank Mackesy, Member (via phone)
Mr. Russ Thomas, Member
(Member Jay Demetree was absent)

Also present at the order call were:

Mr. Steve Grossman, Chief Executive Officer (CEO)
Mr. Richard Rossi, Chief Financial Officer (CFO)
Mr. Tony Cugno, Chief Operating Officer (COO)
Mrs. Debra Braga, Chief Legal Officer (CLO)
Mrs. Rosa Beckett, Chief Administrative Officer (CAO)
Mr. Rusty Chandler, Chief Cecil Airport & General Aviation (CCAGA)
Mrs. Melissa Marcha'-Lee, Sr. Executive Assistant/Recording Secretary
Mr. Doyle Carter, City Council Liaison to JAA

A listing of all attendees is on file in the office of the Recording Secretary

Welcome, Announcements, Pledge

Chairman Alfred welcomed everyone to the meeting and advised that a quorum was in place, he also acknowledged the presence of the Mayor's Boards and Commissions Liaison Dr. Johnny Gaffney, then called upon Mr. Kilbane to lead the group in reciting the Pledge of Allegiance.

Chief Executive Officer Report

Chairman Alfred called on Mr. Steve Grossman to present his CEO report.

- (1) Recap of Allegiant air service announcement
- (2) Report on recent information technology department infrastructure testing

Mr. Grossman recapped the new air service by Allegiant, advising that twice-weekly service to New Orleans, Memphis and Richmond begins in April 2016, bringing the number of markets served to five, after launching its first flights just a year ago.



Mr. Grossman then reported on the recent I.T. infrastructure testing, advising that it was a full disaster recovery exercise involving “failing over” the production data enter to the disaster recovery data center for two days and then “failing back” to the production center. The process was exceptionally smooth and there were no significant operational impacts as a result of the testing.

Mr. Grossman advised that this concluded his report.

Old Business

Chairman Alfred asked the board if there was any old business to be discussed and hearing none, he proceeded to the next agenda item.

Public Comment

Chairman Alfred asked if there was any public comment - hearing none and not having received any completed public comment cards from the Recording Secretary, he moved to the next agenda item.

New Business Submission

BD2016-01-01

**Debra Braga,
Chief Legal Officer**

Authorization to File an Ordinance Amending the JAA Portion of the City Budget Ordinance 2014-466-E Including Schedule G, to Reflect an Increased Number of Temporary Hours

Chairman Alfred called upon Mrs. Braga to present the submission and upon motion made by Mr. Thomas and seconded by Mr. Kilbane, the six board members in attendance voted unanimously to approve Submission BD2016-01-01, Authorization to File an Ordinance Amending the JAA Portion of the City Budget Ordinance 2014-466-E Including Schedule G, to Reflect an Increased Number of Temporary Hours.

BD2016-01-02

**Debra Braga,
Chief Legal Officer**

Modification of Board By-Laws

Chairman Alfred called upon Mrs. Braga to present the submission and after discussion, it was the consensus of the board that the submission be tabled for now, and that the by-laws be part of the discussion of the upcoming board workshop. The board requested a copy of the delegation of authority referenced in the by-laws and Chairman Alfred directed Recording Secretary Marcha'-Lee to send the most recent delegation document to the board members.



BD2016-01-03

**Paul Gerrety,
Sr. Properties Administrator**

***Air Traffic Control Tower at JIA; New Memorandum of Agreement
with FAA (MOA NO. DTFAEN-16-L-00029)***

Chairman Alfred called upon Mr. Gerrety to present the submission and upon motion made by Mr. Thomas and seconded by Mr. Kilbane, the six board members in attendance voted unanimously to approve Submission BD2016-01-03, Air Traffic Control Tower at JIA; New Memorandum of Agreement with FAA (MOA NO. DTFAEN-16-L-00029).

Approval of Minutes

Chairman Alfred called for approval of the minutes from the December 14, 2015 Board of Directors meeting and upon motion made by Mrs. Davlantes and seconded by Mr. Thomas, the six board members in attendance voted unanimously to approve the minutes.

Updates/Other Reports

Financial Update

**Richard Rossi,
Chief Financial Officer**

Chairman Alfred called upon Mr. Rossi, who provided an overview of the Unaudited Financial Report for the three months ended December 31, 2015. Mr. Rossi also advised the board that the current audit is going well.

The board asked Mr. Rossi what account(s) make up the 61+ days past due receivables amount, to which he replied that most of it is a tenant with a payment plan and as of this board meeting date, the first payment due in January has not been received per the terms of the agreement. Further discussion about the tenant ensued and the board requested that Mr. Rossi and Mr. Grossman make the tenant aware of the seriousness of the situation, and further requested that they keep the board advised of payments received.

The board inquired about Uber and Lyft issues, asking if we are encountering any of the problems at JIA that have been reported at other airports. Mr. Grossman replied that we are working through some issues and that legislation regarding "Transportation Network Companies" (TNCs) as they are called, is currently in the works – he advised that JAA feels the customer should not be caught in the middle and that they should be kept safe.

Chairman Alfred temporarily paused the financial update, and called upon Councilman Carter to give his report at this point as he must leave to attend another meeting.



City Council Update

***Councilman Doyle Carter,
City Council Liaison***

Councilman Carter advised that Uber and Lyft issues are being addressed by City Council and he totally agrees with our concerns about the customer. Also, he thanked everyone at Cecil Airport for all the good work they are doing.

Mr. Mackesy further commented about TNCs, cautioning that our involvement should be only what pertains to us here at JIA, and Mr. Thomas commented that TNCs (unscheduled service) are the future and we should embrace it.

Councilman Carter left the meeting at this point.

Financial Update (cont.) Chairman Alfred then asked Mr. Rossi to resume the financial report to conclusion.

Other Reports

Chairman Alfred asked Dr. Gaffney if he had any comments, Dr. Gaffney replied he had none.

Board Communication

Chairman Alfred advised that the next board meeting will be on Monday, February 22, 2016 at 8:30a at the JAA Administration Building in the 3rd FL Ed Austin Board Room. He then asked if there was anything further to come before the board and hearing no other comments, he proceeded to adjourn.

Adjournment

There being no further business to come before the Board of Directors, Chairman Alfred adjourned the meeting at 9:40a.



MINUTES

Board of Directors Meeting JAA Administration Building 3rd FL Ed Austin Board Room February 22, 2016/8:30a

Chairman of the Board Ray Alfred called the February 22, 2016 Board of Directors meeting to order at 8:30a. The following board members were present at the call to order:

Mr. Ray Alfred, Chairman
Mr. Patrick Kilbane, Vice Chairman
Mrs. Terri Davlantes, Secretary
Mrs. Giselle Carson, Treasurer
Mr. Frank Mackesy, Member
Mr. Russ Thomas, Member
Mr. Jay Demetree, Member

Also present at the order call were:

Mr. Steve Grossman, Chief Executive Officer (CEO)
Mr. Richard Rossi, Chief Financial Officer (CFO)
Mr. Tony Cugno, Chief Operating Officer (COO)
Mrs. Debra Braga, Chief Legal Officer (CLO)
Mrs. Rosa Beckett, Chief Administrative Officer (CAO)
Mr. Rusty Chandler, Chief Cecil Airport & General Aviation (CCAGA)
Mrs. Melissa Marcha'-Lee, Sr. Executive Assistant/Recording Secretary
Mr. Doyle Carter, City Council Liaison to JAA

A listing of all attendees is on file in the office of the Recording Secretary

Welcome, Announcements, Pledge

Chairman Alfred welcomed everyone to the meeting and advised that a quorum was in place, he also acknowledged Dr. Johnny Gaffney, the Mayor's Boards and Commissions Liaison, and asked if he had any comments....Dr. Gaffney advised that he thought the recent board workshop went very well and he briefed Mayor on it, he also advised that he feels JAA is a great city partner and acknowledged our participation as the major sponsor for the 2016 Jazz Festival. Chairman Alfred then called upon Mr. Mackesy to lead the group in reciting the Pledge of Allegiance.

Chief Executive Officer Report

Chairman Alfred called on Mr. Steve Grossman to present his CEO report.

- (1) Recent fire in the Cecil area
- (2) ROSE award winner



- (3) JAA charitable giving campaign
- (4) Recent USO 75th Anniversary celebration
- (5) JJP hangar construction
- (6) New JAA H.R. Director

Mr. Grossman advised that the recent fire in the Cecil Airport area was a controlled burn that got out of control, but is now contained.

Next, Mr. Grossman announced that JAA had a winner in the recent Hotel Lodging Assn. ROSE (Recognition of Service Excellence) Awards ceremony - Mr. Tim Cox, an Airside Operations Duty Officer in the JIA Airport Operations Command Center, who was nominated by a Delta Airlines representative. The board congratulated Tim, and Tim advised that it was an honor to receive the award and that he truly loves the work he does at the airport.

Mr. Grossman next reported that through the recent JAA charitable giving campaign, \$37,993 was raised for our two charities, United Way and Community Health Charities. He thanked Melissa Marcha'-Lee for her hard work during the campaign, advising that as our campaign manager she personally meets with each department to discuss the charities, pledging, etc.

Mr. Grossman then reported on the recent USO 75th Anniversary celebration, advising that it was held at JIA and was well attended.

Next, Mr. Grossman provided an update on the Jacksonville JetPort hangar construction at Cecil Airport, advising that progress is being made on the combined 27,900 sq ft project (both the hangar and maintenance facility complex) and completion is expected in late August 2017.

Lastly, Mr. Grossman introduced JAA's new Human Resources Director, Janice Plucknett. Janice brings over 28 years of professional human resources experience to JAA, with a record of success in complex government organizations, and he advised that we look forward to Janice and the entire human resources team working together to provide quality service to all employees.

Mr. Grossman advised that this concluded his report.

Old Business

Chairman Alfred asked the board if there was any old business to be discussed and hearing none, he proceeded to the next agenda item.

Public Comment

Chairman Alfred advised that he had received three speaker requests from Recording Secretary Marcha'-Lee, and advised he will call upon each person and they will have three minutes to speak. First was Mr. Marshall Wood, representing himself and Crossover Jacksonville, who



spoke about the runway extension at Jacksonville Executive at Craig Airport and made a request of each board member to meet with him, he also provided a package of information for each board member. Next was Mr. William Hay, representing himself, who spoke about the lack of budget allotment at JAXEX. Last was Mr. Erik Jones, representing JAXEX tenant Malone Air Charter, who spoke about the runway extension and tenant perspective of customer service.

Board member Russ Thomas, through Chair Alfred, thanked them for their comments and advised that JAXEX is near to his heart; board member Frank Mackesy, also through Chair Alfred, advised that to his knowledge the board members have never been asked for a meeting and he feels that it would be a much better use of a speaker's time than just a three minute speech; and Chair Alfred thanked them for their time and assured each speaker that JAA takes all of its airports very seriously. A copy of each speaker card is attached hereto and made a part of these minutes.

New Business
Submission

BD2016-02-01

Todd Lindner, Sr. Manager
Aviation/Spaceport Planning

**Accept Florida Department of Transportation Joint Participation Agreement
for the Eastside Utility Corridor at Cecil Airport**

Chairman Alfred called upon Mr. Lindner to present the submission and upon motion made by Mr. Mackesy and seconded by Mr. Demetree, the board voted unanimously to approve Submission BD2016-02-01, Accept Florida Department of Transportation Joint Participation Agreement for the Eastside Utility Corridor at Cecil Airport.

BD2016-02-02

Todd Lindner, Sr. Manager
Aviation/Spaceport Planning

**Accept Florida Department of Transportation Supplemental Joint Participation
Agreement for the Terminal and Hangar 4 Roof Rehabilitation at Herlong
Recreational Airport**

Chairman Alfred called upon Mr. Lindner to present the submission and upon motion made by Mr. Mackesy and seconded by Mr. Thomas, the board voted unanimously to approve Submission BD2016-02-02, Accept Florida Department of Transportation Supplemental Joint



Participation Agreement for the Terminal and Hangar 4 Roof Rehabilitation at Herlong Recreational Airport.

Mr. Mackesy stated he is very appreciative of the wonderful relationship JAA has with FDOT.

Approval of Minutes

Chairman Alfred called for approval of the minutes from the January 14, 2016 Special Board of Directors meeting and the January 25, 2016 Board of Directors meeting and upon motion made by Mr. Kilbane and seconded by Mrs. Davlantes, the board members voted unanimously to approve the minutes of both meetings.

Updates/Other Reports

Financial Update

***Richard Rossi,
Chief Financial Officer***

Chairman Alfred called upon Mr. Rossi, who provided an overview of the Unaudited Financial Report for the four months ended January 31, 2016.

City Council Update

***Councilman Doyle Carter,
City Council Liaison***

Councilman Carter echoed Mr. Mackesy's previous comment about the relationship with FDOT, further stating that there is good cooperation between the two entities. He agreed with Dr. Gaffney's comment about our participation in city events and will make sure we are appropriately acknowledged in further Tourist Development Council meetings. Further, he asked Mr. Grossman about possible JIA flights to Cuba, to which Mr. Grossman replied that if there is enough local demand we will certainly try and find an airline to fly the route. Lastly, Councilman Carter stated the recent visit by Congressman Yoho went very well. Mr. Grossman added his thanks to Councilman Carter for everything he does on behalf of JAA.

Board Communication

Chairman Alfred advised that the next board meeting will be on Monday, March 28, 2016 at 8:30a at the JAA Administration Building in the 3rd FL Ed Austin Board Room. He then asked if there was anything further to come before the board. Mr. Mackesy asked Mrs. Marcha'-Lee if there was a specific reason why the board packages cannot be delivered electronically rather than being physically delivered, to which she advised it is done that way with the thought being that the board members will not have to use their supplies and time to print and assemble their



own package. Mr. Mackesy advised he appreciates that thought but asked Chairman Alfred if it can be delivered electronically from now on. Upon Chairman Alfred polling the board and each member agreeing with that delivery method, he instructed Mrs. Marcha'-Lee, effective with the March board meeting package, to begin sending it electronically. Hearing no other comments, Chairman Alfred proceeded to adjourn.

Adjournment

There being no further business to come before the Board of Directors, Chairman Alfred adjourned the meeting at 9:30a.

Approved March 28, 2016



MINUTES

Board of Directors Meeting JAA Administration Building 3rd FL Ed Austin Board Room March 28, 2016/8:30a

Chairman of the Board Ray Alfred called the March 28, 2016 Board of Directors meeting to order at 8:30a. The following board members were present at the call to order:

Mr. Ray Alfred, Chairman
Mr. Patrick Kilbane, Vice Chairman
Mrs. Terri Davlantes, Secretary
Mr. Frank Mackesy, Member
Mr. Jay Demetree, Member

Also present at the order call were:

Mr. Steve Grossman, Chief Executive Officer (CEO)
Mr. Richard Rossi, Chief Financial Officer (CFO)
Mr. Tony Cugno, Chief Operating Officer (COO)
Mrs. Debra Braga, Chief Legal Officer (CLO)
Mrs. Rosa Beckett, Chief Administrative Officer (CAO)
Mr. Rusty Chandler, Chief Cecil Airport & General Aviation (CCAGA)
Mrs. Melissa Marcha'-Lee, Sr. Executive Assistant/Recording Secretary
Mr. Doyle Carter, City Council Liaison to JAA

A listing of all attendees is on file in the office of the Recording Secretary

Welcome, Announcements, Pledge

Chairman Alfred welcomed everyone to the meeting and announced that a quorum was in place; he then called upon Mrs. Davlantes to lead the group in reciting the Pledge of Allegiance.

Chief Executive Officer Report

Chairman Alfred called on Mr. Steve Grossman to present his CEO report.

- (1) ACI service quality survey
- (2) Air service update
- (3) Legislative update
- (4) JAA employee FBI academy graduation

Before beginning his report on the discussion items, Mr. Grossman commented on the Brussels airport tragedy and advised JAA has put additional security measures in place such as officers



patrolling with longer guns - he emphasized the importance of the “see something, say something” guideline that everyone should follow.

Mr. Grossman announced that JAA placed 2nd in the recent Airport Service Quality (ASQ) survey and called upon Mr. Bryan Long, Landside Operations & Customer Service Manager, to give a presentation on the results. Board member Mrs. Giselle Carson arrived at this point in the meeting. Mr. Mackesy commented that he hopes we are displaying the ASQ awards publicly, similar to the banner on which we share our economic impact, and Mr. Grossman responded that we are building a display area in the terminal for airport awards.

At this point in the meeting Chairman Alfred asked CEO Grossman to pause his report for a moment so that the board can have the presentation of Submission #1 regarding the JFRD, as the Fire Chief and his associate are present at the meeting and would like to comment but then must leave for another meeting.

New Business
Submissions

Board Member Russ Thomas joined via telephone at this point in the meeting and was acknowledged by Chairman Alfred.

BD2016-03-01

Todd Lindner, Sr. Manager
Aviation/Spaceport Planning

Accept Florida Department of Transportation Supplemental Joint Participation Agreement for the New Airport Rescue and Fire Fighting (ARFF) Facility at Cecil Airport

Chairman Alfred called upon Mr. Lindner to present the submission and upon motion made by Mr. Mackesy and seconded by Mrs. Davlantes, the board voted unanimously to approve Submission BD2016-03-01, Accept Florida Department of Transportation Supplemental Joint Participation Agreement for the New Airport Rescue and Fire Fighting (ARFF) Facility at Cecil Airport. The Fire Chief was present at the meeting and explained the estimated construction time-frame and advised this will greatly benefit the area; he further commented on the phenomenal relationship they have with Cecil Airport. Councilman Carter echoed the Chief's comments, saying it truly is great news for the residential and business community surrounding Cecil Airport.

Chairman Alfred then asked Mr. Grossman to continue with his CEO report.



Chief Executive Officer Report (con't.)

Next Mr. Grossman called upon Ms. Barbara Halverstadt, Marketing & Air Service Development Director, to provide an update on air service, and she advised that with the recent additional Allegiant flights, if they continue to add we could very soon become the largest Allegiant city that is not a base.

Mr. Grossman then called upon Mr. Michael Stewart, External Affairs Director, to provide a legislative update.

Lastly, Mr. Grossman announced that Lt. Chip Monts of the Public Safety & Security Division had just returned from the FBI National Academy in Virginia, where he attended, and graduated from, a ten week professional development course for US and international law enforcement leaders.

Mr. Grossman advised that this concluded his report.

Old Business

Chairman Alfred asked the board if there was any old business to be discussed and hearing none, he proceeded to the next agenda item.

Public Comment

Chairman Alfred advised that no speaker request cards for public comment had been submitted and therefore he moved on to the next agenda item.

New Business Submissions (cont.)

BD2016-03-02

**Jay Cunio, Director
Business Development**

Approval of Second Restated Lease and Agreement between the Jacksonville Aviation Authority and Sky Harbor Corporation

Chairman Alfred called upon Mr. Lindner to present the submission – Mr. Thomas then made a declaration of his conflict in voting on this item due to his personal tie to Sky Harbor (Recording Secretary Marcha'-Lee will send the required voting conflict form to Mr. Thomas for signature and upon its receipt it will be attached to and become a part of these minutes). Upon motion



then duly made by Mrs. Davlantes and seconded by Mr. Kilbane, the six participating board members voted unanimously to approve Submission BD2016-03-02, Approval of Second Restated Lease and Agreement between the Jacksonville Aviation Authority and Sky Harbor Corporation – Mr. Thomas abstained.

Mr. Kilbane left the room at this point in the meeting

Approval of Minutes

Chairman Alfred called for approval of the minutes from the February 17, 2016 Board Strategic Workshop and the February 22, 2016 Board of Directors meeting and upon motion made by Mrs. Davlantes and seconded by Mr. Demetree, the six participating board members voted unanimously to approve the minutes of both meetings.

Mr. Kilbane returned to the room at this point in the meeting.

Updates/Other Reports

Financial Update

***Richard Rossi,
Chief Financial Officer***

Chairman Alfred called upon Mr. Rossi, who provided an overview of the Unaudited Financial Report for the five months ended February 29, 2016.

City Council Update

***Councilman Doyle Carter,
City Council Liaison***

Councilman Carter advised he had no further comments then those made previously in the meeting. On behalf of the entire board and JAA staff, Chairman Alfred thanked Councilman Carter for everything he does on behalf of Cecil Airport.

Discussion/Adoption of Resolution Regarding JAA Five Year Goals

Mr. Grossman advised that the JAA Five Year Goals were being presented to the board for adoption and after discussion, which included clarifying the metric section of Goal #1 Cecil Airport, to show that the expected Cecil revenue includes the Spaceport, and adding to the metric section of Goal #5 Customer Service Enhancement, a business community survey), and upon motion made by Mrs. Carson and seconded by Mr. Demetree, the board voted unanimously to adopt Resolution Number 2016-01, Approving the JAA Five Year Goals, with the clarification and addition as discussed.



Discussion/Adoption of Resolution Regarding JAA By-Laws

Mr. Grossman advised that the JAA By-Laws document was being presented to the board for adoption, after having been tabled from a previous board meeting, and after discussion, which included clarifying Section #7 Quorum, to indicate that all 4 quorum members present must vote to approve an action, and upon motion made by Mrs. Carson and seconded by Mr. Kilbane, the board voted unanimously to adopt Resolution Number 2016-02, Approving the JAA By-Laws.

Further discussion ensued regarding Section #4, the CEO evaluation process, with Mr. Grossman suggesting that the evaluation document should involve items other than just simply meeting the goals (such as community involvement, board interaction, etc.). Chairman Alfred asked Mr. Grossman to send a draft document for the board to consider, detailing his thoughts regarding the evaluation process; also, Mr. Mackesy suggested we get the evaluation forms used at other airports of our size.

Discussion of Fiscal Year 2015-16 Action Plans

Mr. Grossman lead a discussion of the Fiscal Year 2015-16 Action Plans and advised that he will incorporate all comments made today and rework a final document.

Board Communication

Chairman Alfred acknowledged Dr. Johnny Gaffney, Mayor's Boards and Commissions Liaison, who had joined the meeting earlier, and asked if he had any comments – Dr. Gaffney advised there is a lot of discussion surrounding medical tourism and he is glad we are considering that in our five year goals plan. Chairman Alfred advised that the next board meeting will be on Monday, April 25, 2016 at 8:30a at the JAA Administration Building in the 3rd FL Ed Austin Board Room. Chairman Alfred then asked if there was anything further to come before the board and hearing nothing, he proceeded to adjourn.

Adjournment

There being no further business to come before the Board of Directors, Chairman Alfred adjourned the meeting at 10:55a.



MINUTES

Board of Directors Meeting JAA Administration Building 3rd FL Ed Austin Board Room April 25, 2016/8:30a

Chairman of the Board Ray Alfred called the April 25, 2016 Board of Directors meeting to order at 8:30a. The following board members were present at the call to order:

Mr. Ray Alfred, Chairman
Mr. Patrick Kilbane, Vice Chairman
Mrs. Terri Davlantes, Secretary
Mr. Frank Mackesy, Member
Mrs. Giselle Carson, Treasurer (via phone)
(Members Mr. Jay Demetree and Mr. Russ Thomas were absent at the order call)

Also present at the call to order were:

Mr. Steve Grossman, Chief Executive Officer (CEO)
Mr. Richard Rossi, Chief Financial Officer (CFO)
Mr. Tony Cugno, Chief Operating Officer (COO)
Mrs. Debra Braga, Chief Legal Officer (CLO)
Mrs. Rosa Beckett, Chief Administrative Officer (CAO)
Mr. Rusty Chandler, Chief Cecil Airport & General Aviation (CCAGA)
Mrs. Melissa Marcha'-Lee, Sr. Executive Assistant/Recording Secretary
A listing of all attendees is on file in the office of the Recording Secretary

Welcome, Announcements, Pledge

Chairman Alfred welcomed everyone to the meeting and announced that a quorum was in place; he then called upon Lt. Mark Stevens, Director of the JAA Public Safety and Security division, to lead the group in reciting the Pledge of Allegiance.

Chief Executive Officer Report

Chairman Alfred called on Mr. Steve Grossman to present his CEO report.

(1) Recap of recent event at JAXEX

Mr. Grossman advised that the recent Wings 'N Wheels event held at JAXEX on Sat. April 23rd was a huge success – over 5,000 people enjoyed tower tours, planes rides, static aircraft, raffle prizes, exhibits and vendors.



Board member Russ Thomas joined the meeting at this point.

Also, Mr. Grossman shared that Generation Orbit will begin testing next summer at Cecil Spaceport, and the Navy is preparing for their exit from Cecil Airport.

Mr. Grossman advised that this concluded his CEO report.

Old Business

Chairman Alfred asked the board if there was any old business to be discussed and hearing none, he proceeded to the next agenda item.

Public Comment

Chairman Alfred advised that no speaker request cards for public comment had been submitted and therefore he moved on to the next agenda item.

New Business **Submissions**

BD2016-04-01

**Todd Lindner, Sr. Manager
Aviation & Spaceport Planning**

Accept Florida Department of Transportation Joint Participation Agreement for the Airport Drainage Rehabilitation Project at Cecil Airport

Chairman Alfred called upon Mr. Lindner to present the submission and upon motion duly made by Mrs. Davlantes and seconded by Mr. Mackey, the six participating board members voted unanimously to approve Submission BD2016-04-01, Accept Florida Department of Transportation Joint Participation Agreement for the Airport Drainage Rehabilitation Project at Cecil Airport.

Extensive discussion then ensued about Jacksonville Executive at Craig Airport, led by Mr. Mackesy and Mr. Thomas, specifically regarding maintenance and appearance of the property. Mr. Grossman advised he would be glad to speak with them at length after the board meeting but Mr. Mackesy advised he preferred the entire board be able to participate in the discussion. Mr. Kilbane advised that was the reason he suggested the strategic workshop and was glad the subject was brought up in that recent session. Mr. Grossman advised he understands what the board is requesting and will come back with plans for them to review, now that the board has approved the goals, one of which pertains to maintenance of all airport properties.



BD2016-04-02

**Todd Lindner, Sr. Manager
Aviation & Spaceport Planning**

Budget Transfer for the Steel Truss Rehabilitation at Cecil Airport

Chairman Alfred called upon Mr. Lindner to present the submission and upon motion duly made by Mrs. Davlantes and seconded by Mr. Thomas, the six participating board members voted unanimously to approve Submission BD2016-04-02, Budget Transfer for the Steel Truss Rehabilitation at Cecil Airport.

BD2016-04-03

**Todd Lindner, Sr. Manager
Aviation & Spaceport Planning**

Accept Florida Department of Transportation Supplemental Joint Participation Agreement for the Purchase of Fabric Hangars & Eastside Utilities at Cecil Airport

Chairman Alfred called upon Mr. Lindner to present the submission and upon motion duly made by Mr. Kilbane and seconded by Mrs. Davlantes, the six participating board members voted unanimously to approve Submission BD2016-04-03, Accept Florida Department of Transportation Supplemental Joint Participation Agreement for the Purchase of Fabric Hangars & Eastside Utilities at Cecil Airport.

BD2016-04-04

**Tiffany Gillem, Manager
Jacksonville Executive at
Craig Airport**

Approval of Declaration of Restrictive Covenant Agreement between the Jacksonville Aviation Authority and Florida Department of Environmental Protection

Chairman Alfred called upon Ms. Gillem to present the submission and upon motion duly made by Mr. Thomas and seconded by Mr. Mackesy, the six participating board members voted unanimously to approve Submission BD2016-04-04, Approval of Declaration of Restrictive Covenant Agreement between the Jacksonville Aviation Authority and Florida Department of Environmental Protection.

Approval of Minutes

Chairman Alfred called for approval of the minutes from the March 28, 2016 Board of Directors meeting and upon motion made by Mr. Mackesy and seconded by Mr. Thomas, the six participating board members voted unanimously to approve the minutes of the meeting.



Updates/Other Reports

Financial Update

***Richard Rossi,
Chief Financial Officer***

Chairman Alfred called upon Mr. Rossi, who provided an overview of the Unaudited Financial Report for the six months ended March 31, 2016.

City Council Update

***Councilman Doyle Carter,
City Council Liaison***

Councilman Carter was not able to attend the board meeting due to a schedule conflict.

Board Communication

Chairman Alfred advised that the next board meeting will be on Monday, May 23, 2016 at 8:30a at the JAA Administration Building in the 3rd FL Ed Austin Board Room. Chairman Alfred then asked if there was anything further to come before the board. Mr. Mackesy asked for status on the new maintenance facility and CCTV projects – to which Mr. Tony Cugno,, JAA Chief Operating Officer, replied that the facility process is moving along and construction should start shortly after the first of next year; the CCTV plans are also moving along, the project should go to the awards committee in May, we are awaiting deliverables from the contractor and design work should be done in July. Hearing no further comments, Chairman Alfred then proceeded to adjourn.

Adjournment

There being no further business to come before the Board of Directors, Chairman Alfred adjourned the meeting at 9:40a.



MINUTES

Board of Directors Meeting JAA Administration Building 3rd FL Ed Austin Board Room May 23, 2016/9:25a

Chairman of the Board Ray Alfred called the May 23, 2016 Board of Directors meeting to order at 9:25a, immediately following a meeting of the Finance and Audit Committee. The following board members were present at the call to order:

Mr. Ray Alfred, Chairman
Mr. Patrick Kilbane, Vice Chairman
Mrs. Terri Davlantes, Secretary
Mrs. Giselle Carson, Treasurer
Mr. Frank Mackesy, Member
Mr. Jay Demetree, Member
Mr. Russ Thomas, Member

Also present at the call to order were:

Mr. Steve Grossman, Chief Executive Officer (CEO)
Mr. Richard Rossi, Chief Financial Officer (CFO)
Mr. Tony Cugno, Chief Operating Officer (COO)
Mrs. Rosa Beckett, Chief Administrative Officer (CAO)
Mr. Rusty Chandler, Chief Cecil Airport & General Aviation (CCAGA)
Mrs. Melissa Marcha'-Lee, Sr. Executive Assistant/Recording Secretary
Councilman Doyle Carter, City Council Liaison to JAA

A listing of all attendees is on file in the office of the Recording Secretary

Welcome, Announcements, Pledge

Chair Alfred welcomed everyone to the meeting and announced that a quorum was in place; he then called upon board member Frank Mackesy to lead the group in reciting the Pledge of Allegiance.

Report from Finance and Audit Committee

Chair Alfred called upon Committee Chair Giselle Carson to present the report from her committee meeting. Chair Carson advised that the committee met for the purpose of hearing the report from independent external auditor RSM US LLP and upon motion duly made and seconded, the committee moved the auditor report to the full board for approval. The committee also discussed two submissions that are being presented later at this board meeting.



Upon motion made by Mrs. Carson and seconded by Mr. Demetree, the board unanimously approved the Finance and Audit Committee report. Board Chair Alfred thanked Mrs. Carson for her report and commended Mr. Rossi and the finance team for a job well done on the audit.

Chief Executive Officer Report

Chair Alfred called on Mr. Steve Grossman to present his CEO report.

- (1) Air service update
- (2) Navy/Cecil update
- (3) TSA update

Mr. Grossman recapped the previously-announced planned air service for Air Canada, Allegiant and Silver.

Mr. Grossman then reported that after almost one year, the Navy is on track for their planned exit from Cecil Airport in June, noting it the first time the Navy has been at a civilian airport.

Lastly, Mr. Grossman reported on TSA plans to combat the long wait times that have been occurring at airports across the country – advising that there is a 10-point plan, involving among other items, adding more staff and upgrading technology, and that here at JIA our average wait time during non-peak hours is approximately 7 minutes and during peak, approximately 12-15 minutes.

Mr. Grossman advised that this concluded his CEO report.

Old Business

Chair Alfred asked the board if there was any old business to be discussed and hearing none, he proceeded to the next agenda item.

Public Comment

Chair Alfred advised that six comment cards had been submitted (one to discuss JAXEX Airport and five to discuss Herlong Airport) and each individual will have three minutes to speak. At the conclusion of the comments, Chair Alfred and Councilman Carter advised the Herlong representatives that the board will follow through on their comments, and member Pat Kilbane encouraged tenants to not wait so long if they have issues to bring to the board's attention. Chair Alfred then moved on to the next agenda item.



New Business Submissions

BD2016-05-01

**Richard Rossi,
Chief Financial Officer**

Authorize and Approve Conversion of Series 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025 and 2026 of the Authority's 2006 Revenue Bonds to a Fixed Rate Direct Loan from BankUnited, N.A.

Chair Alfred called upon Mr. Rossi to present the submission and upon motion duly made by Mr. Kilbane and seconded by Mr. Thomas, the board members voted unanimously to approve Submission BD2016-05-01, Authorize and Approve Conversion of Series 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025 and 2026 of the Authority's 2006 Revenue Bonds to a Fixed Rate Direct Loan from BankUnited, N.A.

BD2016-05-02

**Richard Rossi
Chief Financial Officer**

Amendment to Jacksonville Aviation Authority Employee Incentive Pay Plan

Chair Alfred called upon Mr. Rossi to present the submission and after much discussion about the amendment to the plan, and the plan itself – specifically, how it is applied and who participates in it, Mrs. Carson made a motion, that was seconded by Mr. Kilbane, that the amendment be approved as presented but that the board conduct a complete review of the entire plan at some point in the near future - board members Alfred, Carson, Kilbane, Davlantes, Demetree and Thomas voted to approve Submission BD2016-05-02, Amendment to Jacksonville Aviation Authority Employee Incentive Pay Plan, board member Mackesy opposed.

Approval of Minutes

Chair Alfred called for approval of the minutes from the April 25, 2016 Board of Directors meeting and upon motion made by Mr. Thomas and seconded by Mrs. Carson, the board members voted unanimously to approve the minutes of the meeting.

Updates/Other Reports

Financial Update

**Richard Rossi,
Chief Financial Officer**

In lieu of a full presentation of the Unaudited Financial Report for the seven months ended April 30, 2016, Chair Alfred asked if there were any questions about the report as contained in the board members' packages, and hearing none he moved to the next agenda item.



Updates/Other Reports (con't.)

City Council Update

***Councilman Doyle Carter,
City Council Liaison***

Chair Alfred called upon Councilman Carter for comments, and Councilman Carter advised that he is very proud of the work done with the Navy by the staff at Cecil Airport, they are wonderful representatives of JAA and the City of Jacksonville.

CEO Evaluation Process

Chair Alfred called upon Mr. Grossman to lead the discussion of the proposed CEO Evaluation Process document and after much discussion, board members Mackesy, Davlantes, Kilbane and Thomas commented that it is a good document and Mr. Mackesy further requesting that it be included in employee evaluation policy and procedure, therefore upon motion made by Mrs. Davlantes and seconded by Mrs. Carson, the process document was approved for use.

Board Communication

Chair Alfred advised that the next board meeting will be on Monday, June 27, 2016 at 8:30am at the JAA Administration Building in the 3rd FL Ed Austin Board Room. Chair Alfred then asked if there was anything further to come before the board and hearing no further comments, he then proceeded to adjourn.

Adjournment

There being no further business to come before the Board of Directors, Chair Alfred adjourned the meeting at 10:15a.



MINUTES

Board of Directors Meeting JAA Administration Building 3rd FL Ed Austin Board Room June 27, 2016/9:20a

Chairman of the Board Ray Alfred called the June 27, 2016 Board of Directors meeting to order at 9:20a, immediately following a meeting of the Finance and Audit Committee. The following board members were present at the call to order:

Mr. Ray Alfred, Chairman
Mr. Patrick Kilbane, Vice Chairman
Mrs. Terri Davlantes, Secretary
Mrs. Giselle Carson, Treasurer
Mr. Frank Mackesy, Member
Mr. Jay Demetree, Member
(Member Russ Thomas was absent)

Also present at the call to order were:

Mr. Steve Grossman, Chief Executive Officer (CEO)
Mrs. Debra Braga, Chief Legal Officer (CLO)
Mr. Tony Cugno, Chief Operating Officer (COO)
Mrs. Rosa Beckett, Chief Administrative Officer (CAO)
Mr. Rusty Chandler, Chief Cecil Airport & General Aviation (CCAGA)
Mrs. Melissa Marcha'-Lee, Sr. Executive Assistant/Recording Secretary
Councilman Doyle Carter, City Council Liaison to JAA

A listing of all attendees is on file in the office of the Recording Secretary

Welcome, Announcements, Pledge

Chair Alfred welcomed everyone to the meeting and announced that a quorum was in place; he then called upon board member Jay Demetree to lead the group in reciting the Pledge of Allegiance.

Public Comment

Chair Alfred advised that a comment card had been submitted (to discuss JAXEX Airport) and the individual will have three minutes to speak. At the conclusion of the speaker's comments, Chair Alfred requested a copy of their notes, thanked him for coming, then moved on to the next agenda item.



Report from Finance and Audit Committee

Chair Alfred called upon Committee Chair Giselle Carson to present the report from her committee meeting. Committee Chair Carson advised that the committee met prior to the board meeting for the purpose of hearing a presentation of the fiscal year 2016-17 budget, and the committee then moved to recommend the budget to the board for approval.

Board Chair Alfred thanked Mrs. Carson for her report and called for a motion on Submission BD2016-06-01, Approval of Operating and Capital Budget of Jacksonville Aviation Authority for Fiscal Year Commencing October 1, 2016 and Ending September 30, 2017. Upon motion made by Mr. Mackesy and seconded by Mr. Kilbane, board members Alfred, Davlantes, Mackesy, Carson and Demetree voted to approve the submission – board member Kilbane opposed.

Chief Executive Officer Report

Chair Alfred called on Mr. Steve Grossman to present his CEO report.

- (1) Report on Navy departure from Cecil Airport
- (2) JAA interns
- (3) Update on baggage system project

Mr. Grossman advised that the Navy is well into the process of vacating Cecil Airport, to be completed by July 1, 2016.

Mr. Grossman then announced that again this year JAA has a group of interns here with us, and each one introduced themselves.

Lastly, Mr. Grossman reported that work began last week on the south node of the baggage system replacement project and work is expected to be completed by November 14, 2016.

Mr. Grossman advised that this concluded his CEO report.

Old Business

Chair Alfred asked the board if there was any old business to be discussed and hearing none, he proceeded to the next agenda item.



New Business
Submissions

BD2016-06-01 approved earlier in the meeting

BD2016-06-02

Todd Lindner/Sr. Manager
Aviation Planning & Spaceport

***Approve the Exchange of Pecan Park Rd. Right of Way with the
City of Jacksonville to Facilitate Project Rex***

Chair Alfred called upon Mr. Lindner to present the submission and upon motion made by Mrs. Davlantes and seconded by Mr. Kilbane, the board members in attendance voted unanimously to approve Submission BD2016-06-02, Approve the Exchange of Pecan Park Rd. Right of Way with the City of Jacksonville to Facilitate Project Rex.

BD2016-06-03

Paul Gerrety/Manager, Properties

Release of Easement

Chair Alfred called upon Mr. Gerrety to present the submission and upon motion made by Mr. Demetree and seconded by Mr. Kilbane, the board members in attendance voted unanimously to approve Submission BD2016-06-03, Release of Easement.

New Business
Other Matters

Board chair signature requested

***Steve Grossman/Chief Executive
Officer***

Mr. Grossman presented an Intergovernmental Coordination and Review and Public Transportation Coordination Joint Participation Agreement received from the North Florida Transportation Organization, which the board chair has been requested to sign. Upon motion made by Mr. Mackesy and seconded by Mrs. Davlantes, the board members in attendance voted unanimously to approve the signing of the document.



Approval of Minutes

Chair Alfred called for approval of the minutes from both the May 23, 2016 Finance and Audit Committee and Board of Directors meetings and upon motion made by Mrs. Davlantes and seconded by Mr. Demetree, the board members in attendance voted unanimously to approve both sets of minutes.

Board member Giselle Carson left the meeting at this point.

Updates/Other Reports

Financial Update

Diane Pinkerman/Director of Finance (for absent CFO CFO Richard Rossi)

Chair Alfred called upon Mrs. Pinkerman to present the Unaudited Financial Report for the eight months ended May 31, 2016.

City Council Update

*Councilman Doyle Carter/
City Council Liaison*

Chair Alfred called upon Councilman Carter for comments. Councilman Carter advised that the recent Navy farewell ceremony went very well and he again complimented the Cecil Airport staff on the wonderful job they did during the entire time the Navy was at the airport.

Board Communication

Chair Alfred advised that the next board meeting will be on Monday, July 25, 2016 at 8:30am at the JAA Administration Building in the 3rd FL Ed Austin Board Room. Chair Alfred then asked if there was anything further to come before the board and hearing no further comments, he proceeded to adjourn.

Adjournment

There being no further business to come before the Board of Directors, Chair Alfred adjourned the meeting at 10:05a.



MINUTES

Board of Directors Meeting JAA Administration Building 3rd FL Ed Austin Board Room July 25, 2016/8:30a

Vice-Chairman of the Board Patrick Kilbane called the July 25, 2016 Board of Directors meeting to order at 8:30a. The following board members were present at the call to order:

Mr. Patrick Kilbane, Vice-Chairman

Mrs. Terri Davlantes, Secretary

Mr. Frank Mackesy, Member

Mr. Jay Demetree, Member

(Members Mr. Russ Thomas and Mr. Ray Alfred attended via phone; member Mrs. Giselle Carson was absent at the order call)

Also present at the call to order were:

Mr. Steve Grossman, Chief Executive Officer (CEO)

Mr. Richard Rossi, Chief Financial Officer (CFO)

Mrs. Debra Braga, Chief Legal Officer (CLO)

Mr. Tony Cugno, Chief Operating Officer (COO)

Mrs. Rosa Beckett, Chief Administrative Officer (CAO)

Mr. Rusty Chandler, Chief Cecil Airport & General Aviation (CCAGA)

Mrs. Melissa Marcha'-Lee, Sr. Executive Assistant/Recording Secretary

A listing of all attendees is on file in the office of the Recording Secretary

Welcome, Announcements, Pledge

Vice-Chair Kilbane welcomed everyone to the meeting, announced that a quorum was in place and advised that board members Mr. Russ Thomas and Mr. Ray Alfred are attending via phone; he then called upon audience member Mr. Ernie Isaac to lead the group in reciting the Pledge of Allegiance.

Chief Executive Officer Report

Vice-Chair Kilbane called on Mr. Steve Grossman to present his CEO report.

- (1) Report of recent airshow in London
- (2) Report on recent FAA inspection
- (3) Report on Cecil Airport award

Mr. Grossman advised that he, Chief Chandler and Mr. Jay Cunio, Director Business Development, together with Vice-Chair Kilbane, were a part of the Jacksonville Delegation that attended the recent Farnborough Airshow in London. They attended several meetings and established and/or maintained relationships with companies such as Embraer and Boeing, and



there were many very good project discussions. It was an exhaustive event but he was very glad that JAA was represented and thought it was quite beneficial.

Member Mrs. Giselle Carson arrived at this point in the meeting.

Mr. Grossman then reported on the recent FAA inspection, advising that it went very well and the inspector, his first time assigned to JAA's inspection, made several good comments – one specifically addressing our obvious great teamwork. Mr. Grossman commended the staff on a job well done, which was echoed by the board.

Lastly, Mr. Grossman advised that Cecil Airport had recently been the recipient of FDOT's "General Aviation Project of the Year" award for the Eastside and Taxiway Project.

City Councilman Doyle Carter, JAA's Council Liaison, arrived at this point in the meeting.

Mr. Grossman advised that this concluded his CEO report.

Public Comment

Vice-Chair Kilbane advised that five comment cards had been submitted (to discuss JAXEX Airport, one specifically addressing tenant airplane repair safety issues) and each individual will have three minutes to speak. At the conclusion of the speakers' comments, Mrs. Davlantes asked Mr. Grossman to follow-up with the FAA on the safety issues, which he assured her he will do, and he also advised he will discuss with the tenant. Vice-Chair Kilbane thanked all the speakers for attending.

Old Business

Vice-Chair Kilbane asked the board if there was any old business to be discussed and hearing none, he proceeded to the next agenda item.

New Business Submissions

BD2016-07-01

**Jeff Taylor/Properties
Administrator**

JAXEX BUDGET APPROPRIATION

Vice-Chair Kilbane called upon Mr. Taylor to present the submission and upon motion made by Mrs. Carson and seconded by Mr. Mackesy, the board members in attendance voted unanimously to approve Submission BD2016-07-01, JAXEX Budget Appropriation. After voting, there was a general discussion of our lease process and how they are monitoring.



Approval of Minutes

Vice-Chair Kilbane called for approval of the minutes from both the June 27, 2016 Finance and Audit Committee and Board of Directors meetings and upon motion made by Mr. Demetree and seconded by Mrs. Carson, the board members in attendance voted unanimously to approve both sets of minutes.

Updates/Other Reports

Financial Update

***Richard Rossi/Chief
Financial Officer***

Vice-Chair Kilbane called upon Mr. Rossi to present the Unaudited Financial Report for the nine months ended June 30, 2016.

City Council Update

***Councilman Doyle Carter/City
Council Liaison***

Vice-Chair Kilbane called upon Councilman Carter for comments. Councilman Carter advised that the city is discussing transportation companies, like UBER, specifically addressing issues such as safety, inspection, insurance and background checks. He feels that JAA working together with the city on this would be a good partnership.

Board Communication

Vice-Chair Kilbane advised that the next board meeting will be on Monday, August 22, 2016 at 8:30am at the JAA Administration Building in the 3rd FL Ed Austin Board Room. Vice-Chair Kilbane then asked if there was anything further to come before the board and hearing no further comments, he proceeded to adjourn.

Adjournment

There being no further business to come before the Board of Directors, Vice-Chair Kilbane adjourned the meeting at 9:35a.



MINUTES

Board of Directors Meeting JAA Administration Building 3rd FL Ed Austin Board Room September 19, 2016/8:30a

Chair of the Board Ray Alfred called the September 19, 2016 Board of Directors meeting to order at 8:30a. The following board members were present at the call to order:

Mr. Ray Alfred, Chair

Mrs. Terri Davlantes, Secretary

Mr. Russ Thomas, Member

Mrs. Giselle Carson, Member

(Member Mr. Patrick Kilbane attended via telephone; members Mr. Frank Mackesy and Mr. Jay Demetree were absent)

Also present at the call to order were:

Mr. Steve Grossman, Chief Executive Officer (CEO)

Mr. Richard Rossi, Chief Financial Officer (CFO)

Mrs. Debra Braga, Chief Legal Officer (CLO)

Mr. Tony Cugno, Chief Operating Officer (COO)

Mrs. Rosa Beckett, Chief Administrative Officer (CAO)

Mr. Rusty Chandler, Chief Cecil Airport & General Aviation (CCAGA)

Mrs. Melissa Marcha-Lee, Sr. Executive Assistant/Recording Secretary

A listing of all attendees is on file in the office of the Recording Secretary

Welcome, Announcements, Pledge

Chair Alfred welcomed everyone to the meeting, announced that a quorum was in place and advised that board member Mr. Patrick Kilbane is attending via phone. He then welcomed Dr. Johnny Gaffney, Mayor's Office Boards and Commissions Liaison, and then called upon board member Thomas to lead the group in reciting the Pledge of Allegiance.

Chief Executive Officer Report

Chair Alfred called on Mr. Steve Grossman to present his CEO report.

- (1) Emergency preparedness briefing/hurricane recap
- (2) Recap of City Council Rules Committee appearance

Mr. Grossman discussed the recent Hurricane Hermine and its effect on our airport system, advising that it was an excellent opportunity to exercise our JAA emergency preparedness plans. He then called upon Mr. Terry Dlugos, Operations Director, to provide a briefing on those emergency preparedness plans.



City Councilman Doyle Carter, our JAA Council Liaison arrived at this point in the meeting.

Mr. Grossman then recapped his and Chair Alfred's recent appearance before the City Council's Rules Committee, which convened to hear input from each of the independent authorities regarding their board of directors. Councilman Carter advised that our report was well-received. Dr. Gaffney added that he thought JAA's presentation was excellent. Also, he passed along Mayor Curry's thanks to everyone for their support of the recent "Yes to Jacksonville" campaign.

Mr. Grossman advised that this concluded his CEO report.

Public Comment

Chair Alfred advised that no public comment cards had been submitted so there would be no speakers at this board meeting, he then moved to the next agenda item.

Old Business

Chair Alfred asked the board if there was any old business to be discussed and hearing none, he proceeded to the next agenda item.

New Business **Submissions**

BD2016-09-01

**Richard Rossi/Chief Financial
Officer**

Budget Transfer-Capital Funding To Establish A Capital Project For Rental Car Companies Storage Facility Lease Improvements that Reverted to the Jacksonville Aviation Authority

Chair Alfred called upon Mr. Rossi to present the submission and upon motion made by Mr. Thomas and seconded by Mrs. Davlantes, the board members in attendance voted unanimously to approve Submission BD2016-09-01, Budget Transfer-Capital Funding To Establish A Capital Project For Rental Car Companies Storage Facility Lease Improvements that Reverted to the Jacksonville Aviation Authority.

Mr. Thomas advised at this point that he would like an update periodically on how we are spending to maintain the properties both currently and in the future, to which Mr. Grossman replied that we will further discuss that request with him to ascertain exactly what he would like to see and begin providing that report.



BD2016-09-02

**Debra Braga/Chief Legal
Officer**

Approval of Selection of Bond Counsel

Chair Alfred called upon Ms. Braga to present the submission and upon motion made by Mr. Thomas and seconded by Mrs. Davlantes, the board members in attendance voted unanimously to approve Submission BD2016-09-02, Approval of Selection of Bond Counsel.

BD2016-09-03

**Todd Lindner/Sr. Manager
Aviation & Spaceport Planning**

Accept Florida Department of Transportation Supplemental Joint Participation Agreement for the Eastside Utility Corridor at Cecil Airport

Chair Alfred called upon Mr. Lindner to present the submission and upon motion made by Mrs. Davlantes and seconded by Mr. Thomas, the board members in attendance voted unanimously to approve Submission BD2016-09-03, Accept Florida Department of Transportation Supplemental Joint Participation Agreement for the Eastside Utility Corridor at Cecil Airport.

Mrs. Davlantes advised at this point that she would like to see a report more frequently on the status of the Cecil Spaceport, to which Mr. Grossman replied that we will begin doing that on a regular basis.

BD2016-09-04

**Steven Schultz/Director of
Information Technology**

Approve Transfer of Funds from F2015-02, Design and Construct Hangar to J2012-06 PARCS

Chair Alfred called upon Mr. Schultz to present the submission and upon motion made by Mr. Thomas and seconded by Mrs. Carson, the board members in attendance voted unanimously to approve Submission BD2016-09-04, Approve Transfer of Funds from F2015-02, Design and Construct Hangar, to J2012-06 PARCS.

Approval of Minutes

Chair Alfred called for approval of the minutes from the July 25, 2016 Board of Directors meeting, presented now as there was no meeting in August, and upon motion made by Mrs. Davlantes and seconded by Mrs. Carson, the board members in attendance voted unanimously to approve the minutes.



Updates/Other Reports

Financial Update

Richard Rossi/Chief Financial Officer

Chair Alfred called upon Mr. Rossi to present the Unaudited Financial Report for the eleven months ended August 31, 2016.

City Council Update

Councilman Doyle Carter/City Council Liaison

Chair Alfred called upon Councilman Carter for comments. Councilman Carter again advised that he felt Chair Alfred and CEO Grossman did a great job on the JAA Rules Committee presentation. He further advised he appreciates JAA and the work that we do.

Report from Nominating Committee

Chair Alfred next reported, as Acting Nominating Committee Chair, on the recent committee meeting held for the purpose of establishing a slate of officers to present to the board. He advised that a slate was proposed, discussed, and voted on to present to the full board for approval/election, as follows:

- Chair/Patrick Kilbane
- Vice Chair/Giselle Carson
- Secretary/Jay Demetree
- Treasurer/Russ Thomas

Acting Nominating Committee Chair Alfred advised that this concluded his report.

Election of Officers

Chair Alfred presented the slate of officers as voted on by the Nominating Committee – he then called for any further nominations from the floor. Hearing none, and upon motion made by Mrs. Davlantes and seconded by Mr. Thomas, the board members in attendance voted unanimously to accept the slate of officers as presented, and they were elected to serve for the fiscal year term 2016-17.



Board Communication

Chair Alfred advised that the next board meeting will be on Monday, October 24, 2016 at 8:30am at the JAA Administration Building in the 3rd FL Ed Austin Board Room. Chair Alfred then asked if there was anything further to come before the board and hearing no further comments, he wished everyone good health and proceeded to adjourn.

Adjournment

There being no further business to come before the Board of Directors, Chair Alfred adjourned the meeting at 9:40a.

Approved October 24, 2016



MINUTES

Board of Directors Meeting JAA Administration Building 3rd FL Ed Austin Board Room October 24, 2016/8:30a

Chair of the Board Patrick Kilbane called the October 24, 2016 Board of Directors meeting to order at 8:30a. The following board members were present at the call to order:

Mr. Patrick Kilbane, Chair
Mrs. Giselle Carson, Vice Chair
Mr. Jay Demetree, Secretary
Mr. Russ Thomas, Treasurer
Mr. Ray Alfred, Member
Mr. Frank Mackesy, Member
Mrs. Terri Davlantes, Member

Also present at the call to order were:

Mr. Steve Grossman, Chief Executive Officer (CEO)
Mrs. Debra Braga, Chief Legal Officer (CLO)
Mr. Tony Cugno, Chief Operating Officer (COO)
Mrs. Rosa Beckett, Chief Administrative Officer (CAO)
Mr. Rusty Chandler, Chief Cecil Airport & General Aviation (CCAGA)
Mrs. Melissa Marcha-Lee, Sr. Executive Assistant/Recording Secretary

A listing of all attendees is on file in the office of the Recording Secretary

Welcome, Announcements, Pledge

Chair Kilbane welcomed everyone to the meeting and announced that a quorum was in place - he then lead the group in reciting the Pledge of Allegiance. Chair Kilbane presented a commemorative plaque to Past Chair Ray Alfred, thanking him for his leadership as the board chair during fiscal year 2015-16.

Chief Executive Officer Report

Chair Kilbane called on Mr. Steve Grossman to present his CEO report.

- (1) Report on Hurricane Matthew
- (2) Report on recent ACI-World annual conference/award
- (3) Report on pilot program for TNCs
- (4) Reminder about TSA pre-check sign-up program

Mr. Grossman advised that the Emergency Operations Center was activated on Thurs. Oct. 6th and remained active until Sat. morning, the airfield closed at 2p on Fri. and reopened at



midnight, and 208 flights were cancelled. Staff at all four airports did an excellent job of securing JAA assets and assisting tenants in ensuring their assets were as secure as possible. Total damage to JAA facilities was \$1.6 million and a report has been submitted to FEMA. Staff performed in a coordinated and excellent manner, a true example of One Team, One Direction.

Mr. Grossman next reported on the annual ACI-World conference, stating that the clear focus was on security. He further advised that he and Mr. Bryan Long, JAA's Landside Operations and Customer Service Manager, accepted the Director General's award inducting JIA onto the Customer Service Roll of Honor. Also, three employees – David Jones/Director of Facilities, Paul Gerrety/Properties Manager, and Steven Schultz/Director Information Technology, graduated with their AMPAP designation.

Mr. Grossman reported on the transportation network companies (TNCs), advising that the traveling public has clearly spoken about their desire to use TNCs and while they are not legally allowed to operate in the city, many do. Each week more and more airports are allowing TNCs to pick up and drop off at the airport, and with board concurrence JIA will soon join that trend. The board gave its concurrence to move forward.

Lastly, Mr. Grossman reminded everyone about the upcoming two-week sign up program that will be in place for TSA pre-check registration.

Mr. Grossman advised that this concluded his CEO report.

Old Business

Chair Kilbane asked the board if there was any old business to be discussed and hearing none, he proceeded to the next agenda item.

Public Comment

Chair Kilbane advised that three speaker cards had been submitted and the speakers would be heard in the order their card was received – Marshall Wood, Bill Hay and Brad Braddock, each would have three minutes to speak. When Mr. Braddock was called upon, he declined to speak advising that his issue had just been discussed by the board.



New Business Submissions

BD2016-10-01

**Rusty Chandler/Chief Cecil
Airport & General Aviation**

Approval of Land Donation, Cecil Airport

Chair Kilbane called upon Mr. Chandler to present the submission and upon motion made by Mr. Alfred and seconded by Mrs. Davlantes, the board members voted unanimously to approve Submission BD2016-10-01, Approval of Land Donation Cecil Airport.

BD2016-10-02

**Paul Gerrety/Properties
Manager**

Approval of Building and Land Lease between the Jacksonville Aviation Authority and Logistic Services International, Inc.

Chair Kilbane called upon Mr. Gerrety to present the submission and upon motion made by Mr. Mackesy and seconded by Mr. Alfred, the board members voted unanimously to approve Submission BD2016-10-02, Approval of Building and Land Lease between the Jacksonville Aviation Authority and Logistic Services International, Inc.

BD2016-10-03

**Derek Powder/Sr. Manager
Engineering & Construction**

Ratify Budget Transfer for Completion of FEDEX Drainage Repairs

Chair Kilbane called upon Mr. Powder to present the submission and upon motion made by Mr. Mackesy and seconded by Mr. Thomas, the board members voted unanimously to approve Submission BD2016-10-03, Ratify Budget Transfer for Completion of FEDEX Drainage Repairs.

Approval of Minutes

Chair Kilbane called for approval of the minutes from both the September 19, 2016 Nominating Committee and Board of Directors meetings and upon motion made by Mrs. Davlantes and seconded by Mr. Kilbane, the board members voted unanimously to approve the minutes.



Updates/Other Reports

Financial Update

***Diane Pinkerman/Director
of Finance***

Chair Kilbane called upon Mrs. Pinkerman to present the Unaudited Financial Report for the twelve months ended September 30, 2016 – and advised the board that this would be Diane’s last board meeting as she is retiring from JAA. The board thanked Diane for her many years of service and wished her well in retirement.

City Council Update

***Councilman Doyle Carter/City
Council Liaison***

Councilman Carter was not in attendance at the meeting.

Chief Executive Officer Performance Review for Fiscal Year 2015-16

Chair Kilbane called on Mr. Alfred, as the chair during the review period, to lead the discussion.

Mr. Alfred advised that all the board member reviews were very favorable, and the average of all seven was 4.6% (out of a possible 5), he then asked for any further comments from board members. Mrs. Davlantes was very complimentary of Mr. Grossman, Mr. Kilbane advised Mr. Grossman has done an exceptional job, and Mr. Mackesy stated he believes we have the best airport CEO.

Mr. Alfred then asked the board members for a recommendation on a salary percentage increase – to which Mr. Mackesy replied that it perhaps be an average of what all employees received (which was 4%). Upon motion made by Mr. Mackesy and seconded by Mr. Kilbane, the board members voted unanimously to approve a 4% increase to Mr. Grossman’s salary, retroactive to October 1st per his employment contract

Chair’s Committee Appointments

Chair Kilbane advised that he has made his committee appointments and all members have agreed to serve. The appointments are as follows:

Finance and Audit Committee

Russ Thomas, Chair (as board treasurer)
Jay Demetree
Terri Davlantes

Nominating Committee

Ray Alfred, Chair (as immediate
past board chair)
Frank Mackesy
Russ Thomas



Board Communication

Chair Kilbane advised that the next board meeting will be on Monday, November 28, 2016 at 8:30am at the JAA Administration Building in the 3rd FL Ed Austin Board Room. Chair Kilbane then asked if there was anything further to come before the board – Mrs. Davlantes commented on the action plans document the board had recently been sent, inquiring about the GA survey that was to be conducted, and Mr. Mackesy advised that he does not believe the beautification plan in the document is specific enough. Chair Kilbane advised that the action plan document will be discussed at the next board meeting and asked the members to please contact Mr. Grossman with any questions or comments about the documents so all can be included in the discussion. Mr. Mackey also wished to state on the record that we should let tenants know that they cannot disallow their own tenants from appearing at a board meeting or speaking during the public comment section. Hearing no further comments, Chair Kilbane proceeded to adjourn.

Adjournment

There being no further business to come before the Board of Directors, Chair Kilbane adjourned the meeting at 9:50a.

Approved November 28, 2016



MINUTES

Board of Directors Meeting JAA Administration Building 3rd FL Ed Austin Board Room November 28, 2016/8:30a

Chair of the Board Patrick Kilbane called the November 28, 2016 Board of Directors meeting to order at 8:30a. The following board members were present at the call to order:

Mr. Patrick Kilbane, Chair
Mrs. Giselle Carson, Vice Chair
Mr. Jay Demetree, Secretary
Mr. Russ Thomas, Treasurer
Mr. Frank Mackesy, Member
*(Ms. Terri Davlantes, Member, attended via phone
Mr. Ray Alfred, Member, was absent)*

Also present at the call to order were:

Mr. Steve Grossman, Chief Executive Officer (CEO)
Ms. Debra Braga, Chief Legal Officer (CLO)
Mr. Tony Cugno, Chief Operating Officer (COO)
Mrs. Rosa Beckett, Chief Administrative Officer (CAO)
Mr. Rusty Chandler, Chief Cecil Airport & General Aviation (CCAGA)
Mr. Richard Rossi, Chief Financial Officer
Councilman Doyle Carter, City Council Liaison to JAA
(Mrs. Melissa Marcha-Lee, Sr. Executive Assistant/Recording Secretary, was absent - Mrs. Tanya Grandas, Executive Assistant to COO took the notes, Melissa prepared the minutes)

A listing of all attendees is on file in the office of the Recording Secretary

Welcome, Announcements, Pledge

Chair Kilbane welcomed everyone to the meeting and introduced Mr. Mark Miner (of the Florida Air National Guard), a recently elected member of the St. Johns Aviation Authority Board of Directors. Chair Kilbane then announced that a quorum was in place and advised that Ms. Davlantes was attending via telephone, then called upon Mr. Bill Bradley (of the Florida Air National Guard) to lead the group in reciting the Pledge of Allegiance

Chief Executive Officer Report

Chair Kilbane called on Mr. Steve Grossman to present his CEO report.

- (1) Update on TSA Pre-Check at JAX
- (2) Spaceport presentation
- (3) Update on baggage system
- (4) New pet relief area
- (5) Recent Veterans of Influence luncheon



Mr. Grossman advised that the recent initiative at JAX for TSA pre-check enrollment was successful in that 631 people enrolled for the program. The permanent enrollment site is near the airport and we will put site location information on our website.

Mr. Grossman then advised that the next item would be a spaceport presentation but before calling upon the presenter, Mr. Grossman asked Chair Kilbane if he wanted to defer the presentation, since both Ms. Davlantes and Mr. Alfred are physically absent, to which Chair Kilbane advised he would like to go ahead with the presentation but defer the discussion on the action plans agenda item, and asked Ms. Davlantes if she agreed and she did. Mr. Grossman then called upon Mr. Todd Lindner, Sr. Manager Aviation and Spaceport Planning, to provide a presentation on the spaceport.

Mr. Grossman next called upon Mr. Bob Molle, Director Planning & Engineering, who provided an update on the baggage system, advising that the project has been completed.

Mr. Grossman then called upon Mr. Derek Powder, Sr. Manager Engineering & Construction, to provide an update on the new pet relief area.

Lastly, Mr. Grossman shared that Mr. Rusty Chandler, Chief Cecil Airport & General Aviation, was recently honored as a Veteran of Influence at a luncheon held for the purpose of honoring veterans who have made a successful, meaningful transition to civilian life.

Mr. Grossman advised that this concluded his CEO report.

Old Business

Chair Kilbane asked the board if there was any old business to be discussed and hearing none, he proceeded to the next agenda item.

Public Comment

Chair Kilbane advised that one speaker card had been submitted, by Mr. Ken Durkee, at tenant at JAXEX, and that Mr. Durkee would have three minutes to speak.



New Business Submissions

BD2016-11-01

Debra Braga/Chief Legal Officer

Authorization to File Ordinance Amending the JAA Portion of City Ordinance 2015-504-E, (City Budget Ordinance) including Schedule G, to Reflect an Increased Number of Temporary Hours

Chair Kilbane called upon Ms. Braga to present the submission and upon motion made by Mr. Thomas and seconded by Mr. Mackesy, the board members in attendance (in-person and via phone) voted unanimously to approve Submission BD2016-11-01, Authorization to File Ordinance Amending the JAA Portion of City Ordinance 2015-504-E, (City Budget Ordinance) including Schedule G, to Reflect an Increased Number of Temporary Hours. Mr. Mackesy then asked why, since the City does not have oversight of our budget, do we need to bring this type item back through to Council for approval – Mr. Grossman advised that he will discuss it further with Councilman Carter and provide an answer to the board, Councilman Carter commented that it could simply be that the process has not been questioned in the past as it pertains to our independent status.

Approval of Minutes

Chair Kilbane called for approval of the minutes from the October 24, 2016 Board of Directors meeting and upon motion made by Mr. Thomas and seconded by Mr. Mackesy, the board members in attendance (in-person and via phone) voted unanimously to approve the minutes.

Updates/Other Reports

Financial Update

**Richard Rossi/Chief
Financial Officer**

Chair Kilbane called upon Mr. Rossi to present the Unaudited Financial Report for the one month ended October 31, 2016. Mr. Rossi distributed to the members additional information he discussed that was prepared after the package had been distributed so therefore was not a part of the original package.

City Council Update

**Councilman Doyle Carter/City
Council Liaison**

Councilman Carter commented on the recent visits by both President Obama and presidential candidate Trump, saying everything went very well and both JAX and Cecil staff are to be commended. Councilman Carter inquired about local/small vendors and our usage of same, to which Mr. Grossman replied that we do a tremendous amount of monthly outreach and currently



a large percentage of our vendors are local and small businesses. Councilman Carter asked for an update on our grounds beautification, to which Mr. Grossman advised that we will be spending a large amount of funds on that project in the coming year.

Action Plans for Fiscal Year 2016-17

Chair Kilbane advised that per the discussion earlier in the meeting, this topic has been deferred.

Board Communication

Chair Kilbane advised that the next board meeting will be on Monday, December 19, 2016 at 8:30am at the JAA Administration Building in the 3rd FL Ed Austin Board Room (changed from the scheduled 26th due to the Christmas holiday observance). Chair Kilbane then asked if there was anything further to come before the board and hearing no further comments, Chair Kilbane proceeded to adjourn.

Adjournment

There being no further business to come before the Board of Directors, Chair Kilbane adjourned the meeting at 9:45a.

Approved December 19, 2016



MINUTES

Board of Directors Meeting JAA Administration Building 3rd FL Ed Austin Board Room December 19, 2016/8:30a

Note: the board members and staff had breakfast in the CEO conference room prior to the meeting and no business was discussed (it was included on the board meeting notice).

Chair of the Board Patrick Kilbane called the December 19, 2016 Board of Directors meeting to order at 8:30a. The following board members were present at the call to order:

Mr. Patrick Kilbane, Chair
Mr. Jay Demetree, Secretary
Mr. Russ Thomas, Treasurer
Ms. Terri Davlantes, Member
Mr. Ray Alfred, Member
*(Mrs. Giselle Carson, Vice Chair, attended via phone,
Mr. Frank Mackesy, Member, was absent)*

Also present at the call to order were:

Mr. Steve Grossman, Chief Executive Officer (CEO)
Mr. Tony Cugno, Chief Operating Officer (COO)
Mrs. Rosa Beckett, Chief Administrative Officer (CAO)
Mr. Rusty Chandler, Chief Cecil Airport & General Aviation (CCAGA)
Mr. Richard Rossi, Chief Financial Officer
Councilman Doyle Carter, City Council Liaison to JAA
Mrs. Melissa Marcha-Lee, Recording Secretary

A listing of all attendees is on file in the office of the Recording Secretary

Welcome, Announcements, Pledge

Chair Kilbane welcomed everyone to the meeting, announced that a quorum was in place and advised that Mrs. Carson was attending via telephone - he then called upon Mr. Mark Stevens, JAA's Director of Public Safety & Security, to lead the group in reciting the Pledge of Allegiance.

Chief Executive Officer Report

Chair Kilbane called on Mr. Steve Grossman to present his CEO report.

- (1) Recent visit with new Congressman
- (2) Recent visit with Israel delegation
- (3) Report on Thanksgiving travel
- (4) Update on Florida Air National Guard 125th Fighter Wing aircraft

Prior to detailing the items under his report, Mr. Grossman reported first on the weather event over the weekend, advising there were 13 cancellations on Saturday and 14 on Sunday. An employee in our airport operations command center, Mr. Tim Cox, assisted American Airlines with a diverted flight and crew time-out, he did a phenomenal job helping them behind the counter with their passengers and was a wonderful representative of JAA.

Continuing on to his report items, Mr. Grossman advised that he had met recently with new Congressman John Rutherford and had a discussion about the aviation industry in general and fundings.

Mr. Grossman next reported that he had met with a delegation from Israel, looking to convert one of their airports into a joint use operation. The FAA suggested Jacksonville as one of the model airports for such a use and facilitated the meeting, which included reps from the FAA, FANG and NAS JAX, along with JAA staff.

Mr. Grossman reported on travel during the Thanksgiving holiday, advising that passenger throughput was up 6.75% from the same time last year, and approximately 10,600 passengers processed through the TSA checkpoint on the Sunday following Thanksgiving – the average wait time in line was 9 minutes; the recently-improved baggage system performed flawlessly during the holiday rush.

Lastly, Mr. Grossman advised that the FANG 125th Fighter Wing is one of five in contention as a possible location for the F-35 Lightning II, the newest and most advanced fighter weapon system. Col. Brian Bell, the 125th Commanding Officer, was in attendance at the meeting and spoke briefly on the selection process. After answering questions from board members, he thanked them and JAA for the on-going support giving to the FANG unit.

Mr. Grossman advised that this concluded his CEO report.

Old Business

Chair Kilbane asked the board if there was any old business to be discussed and hearing none, he proceeded to the next agenda item.

Public Comment

Chair Kilbane advised that one speaker card had been submitted, by Mr. Tim Vito of the Craig Air Center, a tenant at JAXEX, and that Mr. Vito would have three minutes to speak.

New Business
Submissions

BD2016-12-01

Derek Powder/Sr. Manager
Engineering & Construction

Budget Transfer for JIA Garage Signage Improvements

Chair Kilbane called upon Mr. Powder to present the submission and upon motion made by Mr. Demetree and seconded by Mr. Alfred, the board members in attendance (in-person and via phone) voted unanimously to approve Submission BD2016-12-01, Budget Transfer for JIA Garage Signage Improvements.

Approval of Minutes

Chair Kilbane called for approval of the minutes from the November 28, 2016 Board of Directors meeting and upon motion made by Mr. Alfred and seconded by Mr. Thomas, the board members in attendance (in-person and via phone) voted unanimously to approve the minutes.

Updates/Other Reports

Financial Update

Richard Rossi/Chief
Financial Officer

Chair Kilbane called upon Mr. Rossi to present the Unaudited Financial Report for the two months ended November 30, 2016.

City Council Update

Councilman Doyle Carter/City
Council Liaison

Councilman Carter stated that the board and JAA both continue to do a great job and that he is proud to be a part of the Authority.

Chair Kilbane introduced Dr. Johnny Gaffney, Mayor's Liaison, who asked if the issue in last month's board minutes has been resolved (regarding having to go back to the council every time there is an overage in our budgeted temporary hours figure and Mr. Mackesy's question of why we have to do that when the council has no oversight of our budget, and Councilman Carter commenting that it could simply be it has not been questioned in the past giving our independent status), to which Mr. Grossman advised that we continue, with Councilman Carter, to work through the issue.

Action Plans for Fiscal Year 2016-17

Chair Kilbane called upon Mr. Grossman to lead the discussion of the Fiscal Year 2016-17 Action Plans and at the end of the discussion, upon motion made by Mr. Thomas and seconded by Mr. Demetree, the board members in attendance (in-person and via phone) voted unanimously to approve the Action Plans for Fiscal Year 2016-17.

Board Communication

Chair Kilbane advised that the next board meeting will be on Monday, January 23, 2017 at 8:30am at the JAA Administration Building in the 3rd FL Ed Austin Board Room. Chair Kilbane then asked if there was anything further to come before the board and hearing no further comments, Chair Kilbane proceeded to adjourn.

Adjournment

There being no further business to come before the Board of Directors, Chair Kilbane wished everyone a happy holiday season and adjourned the meeting at 9:25a.

APPROVED JANUARY 23, 2017



MINUTES

Board of Directors Strategic Workshop JAA Administration Building 3rd FL Ed Austin Board Room February 17, 2016/8:30a

Chairman of the Board Ray Alfred called the February 17, 2016 Board of Directors Strategic Workshop to order at 8:30a. The following board members were present at the call to order:

Mr. Ray Alfred, Chairman
Mr. Patrick Kilbane, Vice Chairman
Mrs. Terri Davlantes, Secretary (via phone)
Mr. Jay Demetree, Member
Mr. Russ Thomas, Member
(Members Mrs. Giselle Carson and Mr. Frank Mackesy were absent)

Also present at the order call were:

Mr. Steve Grossman, Chief Executive Officer
Mr. Richard Rossi, Chief Financial Officer
Mrs. Debra Braga, Chief Legal Officer
Mr. Tony Cugno, Chief Operating Officer
Mr. Rusty Chandler, Chief Cecil Airport & General Aviation
Mrs. Rosa Beckett, Chief Administrative Officer
Mrs. Melissa Marcha'-Lee, Sr. Executive Assistant/Recording Secretary
A listing of all attendees is on file in the office of the Recording Secretary

Welcome, Pledge

Chairman Alfred welcomed everyone to the meeting, he then called upon Mr. Kilbane to lead the group in reciting the Pledge of Allegiance. Chairman Alfred acknowledged the attendance of Dr. Johnny Gaffney, Boards and Commissions Liaison of the Mayor's Office.

Public Comment

Chairman Alfred asked if there was any public comment - hearing none and not having received any completed public comment cards from Recording Secretary Marcha'-Lee, he moved to the next agenda item.

Strategic Discussion

Chairman Alfred called upon Mr. Grossman to lead the strategic discussion. Mr. Grossman advised that the JAA Goal Setting Workshop Discussion Paper Memorandum he sent to the board on Feb. 11, 2016 would be used for this discussion, pointing out that it is not by any means a final draft and encouraged the board to comment freely.



Regarding the Introduction section of the memo, the board had no comment or changes.

Discussion ensued about the Strategic Vision section. Mrs. Davlantes advised that she would like to see some wording added about our partnership with the City of Jacksonville as it relates to JAA being a major economic engine for the city and northeast Florida, and she would also like the sentence referring to the growth of Cecil Airport removed from this section and be covered in the Cecil section.

Mr. Kilbane advised that he would like to see some language added regarding the aesthetics surrounding JIA and our other airports as well; Mr. Demetree suggested adding a sentence referencing servicing and maintaining the properties. Mr. Grossman added that if the board has a strong desire to focus on land/property issues we will put it in the goals and allocate funding. Dr. Gaffney added that the City can help with tree development and suggested we ask for it sooner rather than later. Mr. Grossman commented that all monies made on the airport must be spent on the airport system but that we could certainly partner with the city on the maintenance of the public areas.

Mr. Thomas added he believes a reference to private aviation is needed in the vision, if we are going to develop it, bring more attention to it (location and ease to the flying community), etc. Mr. Grossman advised that we are committed to keeping up with our general aviation airports. Mr. Alfred echoed that commitment. Mr. Kilbane added that perhaps we should not focus on general aviation, not be a landlord, to which Mr. Grossman commented that due to all the FAA issues involved with running an airport no one else would have the capabilities to undertake such an endeavor.

Mr. Grossman then moved on to the goals section.

Regarding #1 Cecil Airport, Mr. Grossman advised that Cecil has to be a priority as we know its potential, and the board agreed. He will add the Cecil comment from the vision section to this goal.

For #2 Cecil Spaceport, some of the board members suggested this goal be combined with the Cecil Airport goal. Mr. Grossman stated that the Spaceport is the only horizontal launch on the east coast but, unlike the Airport, we do not know the Spaceport's potential. It is a fully-functioning facility, we have built the apron and taxiway, and it is a great facility to market. For these reasons, he suggests it be a separate goal as it is an entirely different business. The board agreed.

Regarding #3 Financial Stability, Mr. Grossman stated that when the recession hit, there was a 17% drop in passengers, many flights were lost and there were layoffs at JAA. We are in a very good position now with a positive cash flow – his commitment is that layoffs would be a last resort. Mr. Kilbane commented that if there are other capital projects we would like to do, perhaps we should capitalize on that strong financial position. Mr. Grossman responded that



long-term, there are the concourse B and rental car garage projects but if the board wants them begun now we will add that funding now and will not hesitate to borrow if needed.

For #4 Process Improvement, there were no comments or changes.

Regarding #5 Customer Service, Mr. Grossman commented that we will work on employee knowledge transfer by enhancing our training function now that the human resources dept. is newly-enhanced, and that a training coordinator position is in the budget. Mr. Alfred commented he would like to see employee recognition added to this section as they provide the customer service. Mr. Thomas inquired if employee incentives are specific to certain areas to which Mr. Grossman replied not specifically, we have an incentive plan for both union and non-union. Mrs. Davlantes commented that we should be investigating servicing the medical tourism sector and marketing it to the airlines

For #6 Strategic Workforce, the board suggested it be moved/combined with #4 Process Improvement.

General comments about the goals then followed. Chairman Alfred suggested there should be a separate goal for JAXEX and Herlong, to which Mr. Thomas replied perhaps not a goal but they both need to be included somewhere, how do we want to develop them, as they seem to be orphaned. Mr. Demetree advised he feels that they not so much need to be developed, but maintained (per his servicing/maintaining comment in the vision section). Mr. Kilbane commented that he feels if medical tourism is going to be supported via general aviation then just maintaining the properties isn't enough – development will be needed. Mr. Grossman commented that the medical tourism industry is indeed growing and we may need to look at non-commercial facilities like our FBOs. Mrs. Davlantes commented that security, both cyber and physical, should be included. Mr. Grossman advised that he will work general aviation and security into the current goals, stating that if there are too many goals the process could become unmanageable – his ideal number would be 4 or 5 goals.

Chairman Alfred then asked Mr. Grossman to briefly go over the metrics of each goal. For #1, Cecil, there will be development of additional property. For #2, Spaceport, we will continue implementing the necessary infrastructure. For #3, Financial, we will increase our bond debt service coverage and continue with a high operating margin to average 35% annually. Mr. Thomas asked about the reserve cash figure, to which Mr. Grossman commented it is 8-9 months (unrestrictive cash and capacity) and he will work that in to the goals document. For #4, Process, there will be multi-department audits. For #5, Customer Service, we will continue to strive for optimal ASQ rankings, source international service, improve invoice payment timeframe, work to increase the number of local firms we use, and increase the ambassador workforce. Mr. Thomas inquired if we survey tenants/vendors to gauge our service to them, to which Mrs. Beckett replied no but we are developing methods by which to measure our service. Mrs. Davlantes commented that ambassadors are great for the city and that this ties in with her comment made in the vision section, that we should describe our partnership with the city. For



#6 (to be combined with #4), Mr. Grossman again commented that the addition of a training coordinator will go a long way in developing the workforce.

In summary, Mr. Grossman advised that he will rework the goals document and distribute it to the board. He also advised that if the board deems it appropriate at this time, he would like to talk about the CEO review process. Mr. Demetree requested that another workshop be scheduled during which we would discuss the latest goals document, the CEO review process and the By-Laws (tabled from a previous meeting). The board members present agreed that was a good approach and Chairman Alfred asked Mr. Grossman when he planned to have the reworked document to the board, to which Mr. Grossman commented he will send it by no later than Feb. 28th. Chairman Alfred then directed Mrs. Marcha'-Lee to source calendars to schedule the requested workshop, to occur after allowing enough time for the board to receive and review the revised goals document.

Adjournment

Chairman Alfred thanked all board members for attending, stating he thought it was a very good discussion of the goals. There being nothing further to come before the Board of Directors, Chairman Alfred adjourned the meeting at 9:55a.

Approved March 28, 2016



MINUTES

**Finance and Audit Committee Meeting
JAA Administration Building
3rd FL Ed Austin Board Room
June 27, 2016/8:30am**

Committee Chair Giselle Carson called the June 27, 2016 Finance & Audit Committee meeting to order at 8:30am. The following committee members were in attendance at the call to order:

Mrs. Giselle Carson, Chair
Mr. Patrick Kilbane, Member
(Member Russ Thomas was absent)

Also present were board members:

Mr. Ray Alfred
Mr. Frank Mackesy
Mrs. Terri Davlantes
Mr. Jay Demetree

Also in attendance were:

Mr. Steve Grossman, Chief Executive Officer (CEO)
Mrs. Debra Braga, Chief Legal Officer (CLO)
Mrs. Rosa Beckett, Chief Administrative Officer (CAO)
Mr. Tony Cugno, Chief Operating Officer (COO)
Mr. Rusty Chandler, Chief Cecil Airport & General Aviation (CCAGA)
Mrs. Melissa Marcha'-Lee, Sr. Executive Assistant/Recording Secretary

A listing of all attendees is on file in the office of the Recording Secretary

Chair Carson welcomed everyone and advised that the purpose of the meeting was to hear a presentation of the fiscal year 2016-17 budget.

Chair Carson called for any public comment, hearing none she moved to the next agenda item.

Chair Carson called upon Mr. Grossman for some preliminary budget comments, he advised that this is the first growth budget in seven years in that we are adding new positions and not doing conversions as in the past. Chair Carson then called upon Mrs. Diane Pinkerman, Director of Finance (for Mr. Richard Rossi, CFO, who was absent) to present the budget.



Mrs. Pinkerman discussed each section, highlighting the schedule of positions, capital and small capital sections. Councilman Doyle Carter, JAA's City Council Liaison, arrived at this point in the meeting. Mrs. Pinkerman then called upon Mr. Derek Powder, Senior Manager Engineering and Construction, who provided a more in-depth review of the capital and small capital portion of the budget.

After questions and discussion among committee members, and with board members present, Committee Chair Carson thanked Mrs. Pinkerman and Mr. Powder for the presentation. Upon motion then made by Mr. Kilbane and seconded by Mrs. Carson, the committee members present voted unanimously to recommend approval of the budget to the full board at its meeting immediately following this committee meeting.

There being no further business to come before the Finance and Audit Committee, Chair Carson adjourned the committee meeting at 9:20am.

Approved July 25, 2016



MINUTES

Nominating Committee Meeting

JAA Administration Bldg./3rd FL

Ed Austin Board Room

September 19, 2016/8:15a

Chairman of the Board Ray Alfred, Nominating Committee member/Acting Committee Chair, called the September 19, 2016 Jacksonville Aviation Authority Nominating Committee meeting to order at 8:15am. The following committee members were present at the call:

Mr. Ray Alfred
Mrs. Terri Davlantes
(committee chair Mr. Frank Mackesy was absent)

Also in attendance were Mrs. Debra Braga, Chief Legal Officer and Recording Secretary Mrs. Melissa Marcha-Lee.

Acting Chair Alfred called for any public comment, hearing none he moved to the next agenda item.

Acting Chair Alfred distributed a proposed slate of officers list to be used for nominations for the 2016-17 board term, as follows:

- Mr. Patrick Kilbane, Chair
- Mrs. Giselle Carson, Vice Chair
- Mr. Jay Demetree, Secretary
- Mr. Russ Thomas, Treasurer

Acting Chair Alfred called for discussion. Mrs. Davlantes advised she believes it is an excellent slate of officers, Mr. Alfred agreed.

There being no further comments or changes made regarding the proposed officers, upon motion made by Mrs. Davlantes and seconded by Mr. Alfred, the committee members present voted unanimously to present the proposed slate of officers to the full board at its Sept. 19, 2016 meeting. The proposed slate of officers signed by the Acting Chair Alfred and Recording Secretary Marcha-Lee is attached here to and made a part of these minutes.

There being no further business to come before the committee, the meeting was adjourned at 8:25am.



MINUTES

Special Board of Directors Meeting JAA Administration Building 3rd FL Ed Austin Board Room January 14, 2016/1:30p

Chairman of the Board Ray Alfred called the January 14, 2016 Special Board of Directors meeting to order at 1:30p. The following board members were present at the call to order:

Mr. Ray Alfred, Chairman
Mr. Patrick Kilbane, Vice Chairman
Mrs. Terri Davlantes, Secretary
Mr. Frank Mackesy, Member
Mr. Jay Demetree, Member
(Members Mrs. Giselle Carson and Mr. Russ Thomas were absent)

Also present at the order call were:

Mrs. Debra Braga, Chief Legal Officer
Mrs. Melissa Marcha'-Lee, Sr. Executive Assistant/Recording Secretary
A listing of all attendees is on file in the office of the Recording Secretary

Welcome, Pledge

Chairman Alfred welcomed everyone to the meeting and advised that a quorum was in place, he then called upon Mrs. Davlantes to lead the group in reciting the Pledge of Allegiance.

Public Comment

Chairman Alfred asked if there was any public comment - hearing none and not having received any completed public comment cards from the Recording Secretary, he moved to the next agenda item.

CEO Performance Review

Chairman Alfred advised that the meeting was for the purpose of conducting the performance review of Mr. Steve Grossman, CEO, and called upon Mr. Mackesy as the immediate past chair, to lead the review process for the year during which Mr. Mackesy was chair. Mr. Mackesy advised that while Mr. Demetree is in attendance and will participate in the salary increase percentage discussion, neither Mr. Demetree (nor Mr. Thomas) participated in the written review rating process (as they were not on the board during the year being reviewed) and therefore, Mr. Demetree will not participate in this verbal review discussion.

Mr. Mackesy recapped the CEO goals that had been established and the process he is using to complete the review, then revealed his ratings/scores as well as those for the other four board members who participated in the written review process (Mrs. Carson was not in attendance but she completed a written review rating form). Discussion ensued regarding Mr. Grossman's



performance - all the board members in attendance agreeing that he performed admirably during the review period and of a possible 20 rating points, Mr. Grossman received an overall rating of 18 points.

Mr. Mackesy then began the discussion of a salary increase percentage and new salary amount. Upon motion duly made by Mr. Kilbane for a 5% increase, and seconded by Mr. Demetree, there was no discussion and Mr. Kilbane withdrew the motion. Upon revised motion duly made by Mr. Kilbane for a 3% salary increase, and seconded by Mrs. Davlantes, discussion ensued as to the increase and new salary amount, and upon unanimous vote of all five board members in attendance, Mr. Grossman was awarded a 3% salary increase, retroactive to his October 1st contract date, of 2015 for this purpose, (a copy of the board's rating form is attached to and made a part of these minutes), resulting in a new salary which shall be \$315,141.00.

Also, regarding the CEO review form Mr. Mackesy commented that the current form being used is not the best to capture and formalize a review such as this and asked Mrs. Marcha'-Lee how the current form came to be used, to which she replied that the style is a match of what is currently used for all JAA employees (the rating categories of baseline, competent and mastery and the points under those categories) and the CEO established goals were listed as the rating basis. The board advised that it would like to see a different format for future CEO performance reviews, and further suggested that human resources consider a change in the employee review format.

Mr. Kilbane then shared his feeling that if the board is going to be charged with rating the CEO on meeting his/her goals, then the board should be involved in the setting of those goals. Mr. Alfred advised that Mr. Grossman had shared previously that there is no process in place for goal setting - he prepares the goals, discusses them with the current chair and then they are put in place. Discussion ensued and the board members present agreed that future goal setting should be done at the board level, Chairman Alfred will advise Mr. Grossman to begin a draft of the fiscal year 2016-17 goals for discussion with the board.

Further on goal setting, Mr. Demetree suggested that it be timed differently to coincide with the fiscal year and Chairman Alfred advised that along with the actual goal setting, the time at which it is done will all be discussed and determined.

At this point, the board decided that a separate workshop should be conducted for the purpose of a strategic discussion surrounding all points that have been raised during this review process.

Chairman Alfred then directed Mr. Mackesy to carry through his lead of the performance review discussion and share the review with Mr. Grossman; Mr. Mackesy asked Mrs. Marcha'-Lee to invite Mr. Grossman join the meeting. Mr. Steve Grossman, CEO, joined the meeting at this point.



Mr. Mackesy advised Mr. Grossman that the board scored him very highly on his performance, stating that efforts at Cecil Airport and the Spaceport, JAA's financial stability, and economic enhancement activities were all exceptional.

Further, Mr. Mackesy advised Mr. Grossman that upon duly motion made and seconded, the board voted to give him a 3% salary increase, retroactive to his October 1st contract date (2015 for this purpose), and that his new salary will be \$315,141.00. Mr. Grossman thanked the board very much for his review and their on-going support of him and the staff, and advised that the JAA staff is exceptional and it is a pleasure for him to lead this group of talented individuals.

Lastly, Mr. Mackesy advised Mr. Grossman that the board would like to see a different form used for future CEO performance reviews, and while the board realizes that for consistency, it was culled from the current form used for all employees, the board suggests that JAA look at a complete revision of the all-employee form. Mr. Grossman advised he will certainly get with the Chief Administrative Officer for a discussion of the review form across the board, and specifically relating to the CEO.

Chairman Alfred thanked Mr. Mackesy for taking the lead on the CEO performance review. He then advised Mr. Grossman of the discussion surrounding the goals, specifically the board's desire that it be included in the setting of the goals, and that the timing of the goals be restructured and further, that the board would like to have a workshop in the very near future to begin these discussions. Mr. Grossman reiterated that currently there is no goal setting process and he is in total agreement that a process should be established and followed. Chairman Alfred asked Mrs. Marcha'-Lee to begin sourcing the board members for workshop dates and that it be held prior to the Feb. 22, 2016 board meeting.

Adjournment

Chairman Alfred thanked all board members in attendance, advising it was a very deliberate and healthy discussion of not only the meeting purpose, which was a review of the CEO performance, but also processes that will serve JAA well in the future. There being no further business to come before the Board of Directors, Chairman Alfred adjourned the meeting at 3:15p.



MINUTES

Finance and Audit Committee Meeting JAA Administration Building 3rd FL Ed Austin Board Room May 23, 2016/8:30am

Committee Chairman Giselle Carson called the May 23, 2016 Finance & Audit Committee meeting to order at 8:33am. The following committee members were in attendance at the call to order:

Mrs. Giselle Carson, Chair
Mr. Patrick Kilbane, Member
Mr. Russ Thomas, Member

Also present were board members:

Mr. Ray Alfred
Mr. Frank Mackesy
Mrs. Terri Davlantes
Mr. Jay Demetree

Also in attendance were:

Mr. Steve Grossman, Chief Executive Officer (CEO)
Mr. Richard Rossi, Chief Financial Officer (CFO)
Mrs. Rosa Beckett, Chief Administrative Officer (CAO)
Mr. Tony Cugno, Chief Operating Officer (COO)
Mr. Rusty Chandler, Chief Cecil Airport & General Aviation (CCAGA)
Mrs. Melissa Marcha'-Lee, Sr. Executive Assistant/Recording Secretary

A listing of all attendees is on file in the office of the Recording Secretary

Chair Carson called for any public comment, hearing none she moved to the next agenda item.

Chair Carson advised that the reason for the meeting was to hear results from the recent independent audit, she then called upon CFO Richard Rossi. Mr. Rossi advised that the firm of RSM US LLP had been engaged to do the annual independent audit and he called upon Mr. Brett Friedman, Jacksonville Office Manager & Partner, and Mr. Jeff Zeichner, On-site Manager, to present the audit report. Mr. Friedman briefly discussed the scope of the audit, also explaining that the reason for the delay in presenting the findings, which is normally done earlier in the year, was due to recent GASB rule changes, then he called upon Mr. Zeichner, who went through each section of the audit report with the committee advising that no instances of material weaknesses, misstatements or non-compliance were found and further, he advised that RSM US LLP had issued an unmodified opinion which is an opinion at the highest level. Both Messers Friedman and Zeichner thanked Mr. Rossi, and Director of Finance Diane Pinkerman, and their staff, for being courteous, professional and responsive during the audit period, and then answered questions from the committee and board members.



Chair Carson thanked Messers Friedman and Zeichner for their report, and congratulated Messers Grossman and Rossi, and staff, for a job well done, then called for a motion to move the report to the board for approval. Upon motion made by Mr. Thomas and seconded by Mr. Kilbane, the committee members in attendance voted to present the report to the full board at its meeting which immediately follows this comm. meeting.

Chair Carson called upon Mr. Rossi again, to discuss two proposed submissions to be presented shortly at the board meeting – the revenue bonds loan and the employee incentive pay plan amendment. Mr. Rossi explained both in detail via a slide presentation (Councilman Carter arrived at this point in the meeting), then answered questions from the committee and board members.

There being no further business to come before the Finance and Audit Committee, Chair Carson adjourned the committee meeting at 9:25am.

Approved June 27, 2016