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ST. JOHNS AIRPORT AUTHORITY

Regular Meeting

held in The Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Monday, November 6, 2023

from 4:00 p.m. to 6:06 p.m.

\* \* \* \* \*

BOARD MEMBERS PRESENT:

- DENNIS CLARKE, Chairman
- ROBERT OLSON
- JENNIFER LIOTTA
- MICHELLE CASH-CHAPMAN
- REBA LUDLOW

\* \* \* \* \*

ALSO PRESENT:

JEREMIAH R. BLOCKER, ESQUIRE, Douglas Law Firm,  
100 Southpark Boulevard, Suite 414, St. Augustine,  
Florida, 32086, General Counsel for Airport  
Authority.

CHAD S. ROBERTS, ESQUIRE, The Roberts Firm, PLLC,  
1633 Challen Avenue, Jacksonville, Florida, 32205,  
Aviation Counsel for Airport Authority.

JAIME TOPP, Interim Executive Director.

\* \* \* \* \*

MELISSA SCHROEDER, RPR  
St. Augustine Court Reporters  
1260 N. Ponce de Leon Blvd., Suite E  
St. Augustine, FL 32084  
(904) 825-0570

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1 CHAIRMAN CLARKE: All right. I'll call the  
2 meeting to order now. We'll begin with the Pledge  
3 of Allegiance.

4 (Pledge of Allegiance.)

5 CHAIRMAN CLARKE: All right. Thank you for  
6 all coming.

7 APPROVAL MEETING MINUTES

8 Before we move to the minutes of the last  
9 regular meeting, have the members received their  
10 copies of the workshop meeting -- meetings?

11 MS. CASH-CHAPMAN: Yes.

12 MR. OLSON: Yeah. We got one today, but I  
13 haven't had a chance to look at them.

14 CHAIRMAN CLARKE: You haven't had any --  
15 anyone else receive them?

16 MR. OLSON: I think that was the second  
17 workshop.

18 CHAIRMAN CLARKE: Right. Right. Okay. So  
19 you're not prepared to approve them?

20 MS. LIOTTA: I think the ones from the October  
21 meeting, they're attached to the materials, if we  
22 want to take a quick look at it. If we don't want  
23 to look at it today, I guess we can --

24 MR. TOPP: I think they're both in there,  
25 right?

1 MS. FISCHBACH: Uh-huh.

2 MR. TOPP: They're both in there.

3 MS. LIOTTA: They're both in there?

4 MR. TOPP: Yeah. Uh-huh.

5 CHAIRMAN CLARKE: Okay. All right.

6 MR. TOPP: They're only one page.

7 MS. LIOTTA: Yeah, they're -- they're --  
8 they're one-pagers.

9 MR. OLSON: So we should just look at it now  
10 then?

11 MS. LIOTTA: If we would like, we could --

12 CHAIRMAN CLARKE: All right. I'll give the  
13 members a minute to look at the minutes.

14 MR. OLSON: Look good to me.

15 Mr. Chair, I approve -- I'll move to approve  
16 the minutes -- do we need separate motions or one  
17 motion to approve both of the minutes from the  
18 workshops --

19 CHAIRMAN CLARKE: Mr. Blocker?

20 MR. OLSON: -- and the meeting --

21 MR. BLOCKER: So, Mr. Chair, I would do  
22 separate motions for the workshop and then for the  
23 actual board meeting.

24 CHAIRMAN CLARKE: Okay. We have a motion to  
25 approve the minutes of the September 22nd workshop?

1 MR. OLSON: 23rd?

2 MS. CASH-CHAPMAN: I make a motion to approve  
3 the September 22nd workshop minutes.

4 CHAIRMAN CLARKE: All in favor?

5 MR. OLSON: I'm sorry. Aren't we approving  
6 the minutes of October 23rd?

7 CHAIRMAN CLARKE: We're approving the minutes  
8 of the workshop right --

9 MS. LIOTTA: There was two.

10 MS. CASH-CHAPMAN: They were both there, so I  
11 didn't know if you were approving both of them  
12 today or not.

13 MS. LIOTTA: There's September 22nd and  
14 October 6th.

15 MR. OLSON: Oh --

16 MS. LIOTTA: They're each one page.

17 MR. OLSON: -- the workshop?

18 MS. LIOTTA: Yeah, the workshop.

19 MR. OLSON: Okay. Okay. Sorry. Sorry.  
20 Okay.

21 MS. LIOTTA: And then there's the meeting  
22 minutes from the 23rd.

23 CHAIRMAN CLARKE: Okay. We'll need a separate  
24 motion for the workshop meeting for October 6th,  
25 2023.

1 MR. OLSON: So move.

2 CHAIRMAN CLARKE: A second? Any second?

3 MS. CASH-CHAPMAN: I'll second.

4 CHAIRMAN CLARKE: All in favor?

5 MS. LIOTTA: Aye.

6 MS. CASH-CHAPMAN: Aye.

7 MS. LUDLOW: Aye.

8 MR. OLSON: Aye.

9 CHAIRMAN CLARKE: Aye.

10 And then we'll need a separate motion for --  
11 are there any discussion on the meeting minutes for  
12 the October 23rd regular board meeting for the --  
13 really a transcript.

14 MS. LIOTTA: I think there's a standing motion  
15 from Ms. Cash-Chapman, so I'll second that.

16 CHAIRMAN CLARKE: All right. All in favor of  
17 that?

18 MR. OLSON: Aye.

19 MS. LIOTTA: Aye.

20 MS. LUDLOW: Aye.

21 MS. CASH-CHAPMAN: Aye.

22 CHAIRMAN CLARKE: Aye.

23 Okay. So approved.

24 CHAIRMAN'S COMMENTS

25 CHAIRMAN CLARKE: I just have brief comments

1           regarding those -- the minutes of the -- approved  
2           from the October 23rd.

3           Board Member Olson introduced a letter, which  
4           he wrote and transmitted to Mr. Steven Green of  
5           MartinAir, Incorporated. You'll recall that  
6           MartinAir, on September 15th, 2023, submitted a  
7           proposal to construct and operate an FBO on the  
8           airport property. The issue I want to make sure we  
9           clarify pertains to whether MartinAir could be  
10          accommodated soon or -- on a specific 21-acre  
11          parcel of property on the airport or, in the  
12          future, in an area near Gun Club Road in the --  
13          when it's available for development.

14          Mr. Olson did not submit the letter prior to  
15          the meeting to either the chair or the executive  
16          director or counsel so it could be vetted before it  
17          was publicized and transmitted to the members along  
18          with the other agenda items. So the -- the letter  
19          was appended to the minutes and made part of the  
20          permanent record of the Authority; however, after  
21          the meeting, staff noted there were some  
22          discrepancies and some -- several errors within the  
23          letter.

24          So I've asked staff to review the letter and  
25          to report their findings on MartinAir's proposal

1           so -- so the situation can be understood within the  
2           context of when the various parcels of developable  
3           property on the airport could be available for  
4           commercial occupancy.

5           And so I yield the floor to Mr. Roberts, who  
6           has a report.

7           MR. ROBERTS: Mr. Chairman, thank you very  
8           much. And because there -- there is a sense that  
9           the way the record was left, we may have some  
10          exposure to the airport, I'd like to make this  
11          record evidence if I may. And for that purpose,  
12          I'd ask if the court reporter would swear me in.

13          COURT REPORTER: Raise your right hand for me,  
14          please.

15          (Whereupon, Chad Roberts, Esquire, was sworn  
16          in by the court reporter and responded "I do" to the  
17          oath.)

18          COURT REPORTER: Thank you, sir.

19          MR. ROBERTS: Thanks very much.

20          The issue was and is the process by which  
21          staff came to the recommendation to move forward  
22          with the Volato proposal.

23          Mr. Topp, could we go to just the first  
24          slide --

25          MR. TOPP: Sure.



1 MR. ROBERTS: -- of the slide deck?

2 I'll do this as rapidly as I can.

3 We -- the record is clear of what parcel we're  
4 talking about. By the way, for the record, my name  
5 is Chad Roberts. I'm aviation counsel for the  
6 St. Johns County Airport Authority. And I have  
7 personal knowledge about what I'm discussing and  
8 have done a reasonable investigation to determine  
9 the veracity of what I'm discussing.

10 This is what we call the south parcel -- if  
11 you could go to the second slide -- more  
12 particularly described in other places as this blue  
13 area in between Grumman's North 40 and the yellow  
14 area, which is the Hush House. Don't need to  
15 recite the procedural history of where we are.

16 If you could go to Slide 3.

17 In the course of developing this proposal,  
18 staff elected to publish a notice, and -- and the  
19 notice is exactly -- the purpose of the notice is  
20 self-disclosed in it. It recites that the airport  
21 had received an unsolicited proposal from the  
22 private sector to develop and build a full-service  
23 FBO upon this 21-acre parcel that I just described,  
24 proposal was currently being evaluated, and that  
25 the purpose of the notice was to establish a time

1 and date after which other proposals from the  
2 private sector to develop and build any kind of  
3 commercial aeronautical service facility on that  
4 parcel would no longer be considered during the  
5 evaluation site.

6 What that means is something like a period of  
7 exclusivity was going to begin on September 15th so  
8 that whatever was on deck on September 15th,  
9 whatever had been submitted by September 15th, that  
10 was going to freeze and provide some stability to  
11 what the airport was going to have to work through.

12 That notice was published on July 17th. The  
13 due date was 2:00 p.m. on September 15th, almost  
14 two months.

15 There were three purposes that the staff had  
16 for making that notice. One was to bring some  
17 order to the process so that there would no longer  
18 be a moving target of what was on deck, changing  
19 from day to day.

20 The second was notice and fairness. If  
21 someone had just been on the cusp submitting a  
22 proposal for that parcel and -- and walked up and  
23 said, "Well, if I'd only known you were about to --  
24 to do a lease with someone else, I would have done  
25 it earlier," provide notice and opportunity and

1 fairness to anyone else that might have been  
2 considering submitting any type of aeronautical  
3 service proposal.

4 The third purpose the staff relied on was  
5 public confidence, and that was for the  
6 circumstance that one-fifth of our governance also  
7 is an officer of Volato. It provided some  
8 transparency, not just the appearance of  
9 transparency, but transparency in fact. Right?  
10 Transparency in fact. And that was to protect both  
11 the non-conflicted board members and the conflicted  
12 board member and to put to rest any concern that  
13 the public may have that somehow Volato's proposal  
14 was -- was being insulated from competitive review  
15 or that it was being given the inside track to some  
16 lucrative opportunity here. So those were the  
17 purposes of it.

18 This notice was published by a marketing  
19 company in the aviation/space to 14,000 users of  
20 aviation property on airports. In addition, there  
21 is some evidence that the prior interim director,  
22 Mr. Harvey, contacted a number of the leading  
23 market participant FBOs -- I don't know who they  
24 were, probably more than two -- and made them  
25 specifically aware of this notice.

1 I'm aware that this notice had its intended  
2 purpose. I'm aware of at least one circumstance  
3 where a chain -- major chain operator FBO contacted  
4 the Authority and asked for our fuel sales, and  
5 they were actively computing and putting a number  
6 on that. So we know that the notice went out, it  
7 had its intended effect, and it was being  
8 considered by the major market participants.

9 Specifically, this was not a request for  
10 proposals. That had been considered and -- and  
11 rejected as an approach. It did not involve the  
12 solicitation of bids because we weren't asking for  
13 anything. These were simply a way of accommodating  
14 other aeronautical users that might have wanted to  
15 use the property. All it did was direct anyone  
16 interested to our policies and procedures manual so  
17 that their submission would be the very same  
18 procedure for which Volato was also subject.

19 September 15th came. No other proposals had  
20 been received. Nothing from the major FBO  
21 competitors, nothing from Signature, nothing from  
22 Million Air, nothing from Sheltair, nothing from  
23 any other major FBO chains had -- had arrived on  
24 September 15th.

25 On -- about two hours before the 2:00 p.m.

1 deadline -- or a few hours before the 2:00 p.m.  
2 deadline, a FedEx package arrived and there was a  
3 package inside of it. And the cover letter looked  
4 like this does, Number 4. It looked like this. We  
5 didn't know who this was from, who these folks  
6 were. We weren't familiar with them. They hadn't,  
7 to our knowledge, contacted us ahead of time. This  
8 just showed up.

9 So we opened it, and we started to read it,  
10 and the first thing that immediately jumps out is  
11 there's something strange about it. It appears to  
12 be the wrong proposal. It appears to be addressed  
13 to some other airport. It appears to be that  
14 someone may have inadvertently printed the wrong  
15 draft of a proposal to us and sent it to us because  
16 surely sophisticated businesspeople contemplating a  
17 multimillion-dollar proposal would not have  
18 intentionally sent this to us in this condition.

19 So it -- the text of it all describes this  
20 prospective FBO, not in St. Augustine, but in  
21 Richmond, Virginia.

22 Go to Slide Number 5.

23 And it continues, it describes what they're  
24 going to do here and that they will be the FBO for  
25 access to the greater Richmond market. Strange.

1           Next slide, please.

2           They describe their fuel supplier that they're  
3 going to contemplate.

4           And if you could go to the next slide.

5           Also describes, strangely, how they're going  
6 to be prepared for the Richmond NASCAR races that  
7 are coming in that area. It continues --

8           Next slide. If you could go to the next slide  
9 for the callout.

10          MR. TOPP: Next one?

11          MR. ROBERTS: Yes, sir.

12          Again, the text -- although the cover letter  
13 says St. Augustine, the text is all about RIC,  
14 Richmond -- Richmond International Airport. So we  
15 suspected that someone would call us someday and  
16 say, "We didn't intend to send you this. It was  
17 the wrong one. Here's the correct one." Right?  
18 But what did we do next? What did Mr. Topp do  
19 next? Reached out to the person -- if you'd go to  
20 the next slide, Number 11.

21          I know the -- the print is fine, but this is a  
22 website about Mr. Galdieri. This is the gentleman  
23 who was proposed to be the operator of our  
24 St. Augustine FBO. Right?

25          So if you could go to the next slide.

1           This is his company. He's -- makes a great  
2           impression on a background check: Naval Academy  
3           grad, aircraft manager, Part 135 operator, and does  
4           have, in Easton, Maryland, a single FBO operation  
5           there.

6           Everything about Mr. Galdieri's involvement  
7           was enormously reassuring to us for this proposal,  
8           and everything about Mr. Galdieri remained  
9           reassuring to us until he answered the phone.

10          Mr. Topp called to introduce himself. The  
11          airport's general counsel was on the call to  
12          introduce the airport, to let him know "We got your  
13          proposal, wanted to introduce ourselves to you.  
14          We've got some work to go through and do all our  
15          due diligence with you about your proposal to  
16          operate an FBO in St. Augustine, Florida."

17          And you would not imagine his response. I'm  
18          paraphrasing, but it was something like "I'm not  
19          involved in an FBO proposal for St. Augustine,  
20          Florida. It's not me. I'm not doing that."

21          And to confirm the incredulity of what they  
22          were hearing, at some point, general counsel said,  
23          "I'm sorry, Mr. Galdieri. I need to ask you just  
24          very specifically and very directly, are you  
25          telling us that no one authorized you to be -- that

1           you did not authorize anyone to make you part of  
2           some proposal to operate an FBO in St. Augustine?"

3           And the clear unambiguous answer was "No."

4           Mr. Topp, is that a fair characterization?

5           MR. TOPP: That is correct?

6           MR. ROBERTS: Mr. Blocker, fair summary of the  
7           phone call?

8           MR. BLOCKER: That is accurate, yes, sir.

9           MR. ROBERTS: So at this point, we're  
10          wondering: Who sent this to us? Where did it come  
11          from? The person operating the FBO doesn't know  
12          anything about it. The proposal looks like it's a  
13          mistake. It's meant to go to Richmond. Who sent  
14          this to us?

15          So we go back to the document itself, and it  
16          describes who the players are. There is MartinAir  
17          that is owned by Revolent Capital, an investor  
18          organization, private equity investor. And it says  
19          the investors behind Revolent are not passive.  
20          They're -- they're -- they understand front line  
21          operations and the importance of culture and all  
22          that. So Revolent owns MartinAir. And there's a  
23          point of contact on this page here, Mr. Green, and  
24          a phone number.

25          So a little background on MartinAir and who



1           these folks are. There's a Mr. Raver -- I know the  
2           print is fine, but according to the Virginia  
3           Department of Corporations, the president is a  
4           Mr. Kuder, the vice president is a Mr. Raver. And,  
5           sure enough -- next slide -- these are -- one more  
6           above. One more above.

7                     MR. TOPP: One more?

8                     MR. ROBERTS: Just one slide up. One slide  
9           up, one of the first two pictures. There you go.

10                    So these are the two principals of Revolent  
11           who are on record of being the president and vice  
12           president of MartinAir.

13                    If you could go to the next slide.

14                    Their buyer fees are there. Mr. Kuder came up  
15           professionally through the Venture Capital --  
16           professional experience through Venture Capital.  
17           And Mr. Raver is a young entrepreneur who began  
18           acquiring business service companies. They -- if  
19           you'd go to the next slide.

20                    Their website tells you what they do. They  
21           invest in some target industries, which include  
22           janitors, security guards, landscapers, painting  
23           things, and caulking windows. They're also  
24           interested in some other industries. I'll  
25           summarize that none of them are aviation

1 industries.

2 Next slide, please.

3 They describe what they've actually invested  
4 in, and consistently, it's janitorial services,  
5 apartment management services, and trash haulers.

6 Next slide.

7 And they own some apartment buildings.

8 So at this point, Mr. Topp was ready to call  
9 Mr. Green, not knowing really what to expect, and  
10 to give him the benefit of the doubt of "Did you  
11 send us the right application? Did you mean to  
12 have a different FBO operator other than  
13 Mr. Galdieri? But let me hear your side of the  
14 story."

15 And they had a conversation. And Mr. Galdieri  
16 responded, "Yep, it was a cut-and-paste. It was a  
17 cut-and-paste. The difference in our  
18 cut-and-pastes that we send to people is just the  
19 architectural rendering that we put in it.  
20 Everything else is the same."

21 Not a reassuring response.

22 Next slide, please.

23 And as to the person that they held out to us  
24 as being the operator of the FBO for St. Augustine,  
25 the response was, well, they had mentioned it to

1 him -- had mentioned it to him -- and maybe they  
2 forgot to drop the package off to him.

3 Not a reassuring response for what this  
4 submission was.

5 I can tell you personally at this point -- if  
6 you could just stay on that slide for a minute --  
7 at this point, personally, I started thinking of  
8 this as a marketing brochure and not a real  
9 submission.

10 So at this point -- at this point, everything  
11 that's in this proposal, all of the lists of the  
12 employees they're going to bring here, all of the  
13 ground handling equipment they're going to bring,  
14 none of it is about us. None of it is about us.  
15 And while it's glossy and it might impress a casual  
16 reader, if you push through the thin gloss of this  
17 submission down to the substance, as a critical  
18 reader, it deflates and just disappears. It's not  
19 a meaningful submission.

20 The question then became does this kind of  
21 submission justify us going back to the drawing  
22 board? And our conclusion unanimously was, no, it  
23 justifies them going back to the drawing board.

24 This is not what we were -- we were interested  
25 in protecting the rights of. This was some

1 investors who had fear of missing out and they --  
2 they slapped together a proposal at the last  
3 minute, cut-and-paste, with material  
4 misrepresentations in it and sent it to us.

5 It is actually a good thing that this was not  
6 a formal RFP because submitting to the State of  
7 Florida an RF -- response to an RFP that had those  
8 material misrepresentations in it would have had  
9 consequences, potentially, for anyone.

10 So we didn't think our process is going to be  
11 derailed by continuing. Our conclusion was if we  
12 would have permitted this to derail our process,  
13 that would have been dysfunctional --  
14 dysfunctional, not the other way around.

15 Mr. Topp is who is tasked with being "the buck  
16 stops here" guy for us. It was time. Someone had  
17 to make a decision on the information available.  
18 And he made a decision. It had unanimous  
19 concurrence with -- with both counsel. And it was  
20 because we had arrived at a point where, number  
21 one, none of the smart money showed up. Okay?  
22 None of the smart money showed up. The people who  
23 do this for a living didn't show up. Only this  
24 submission came in.

25 And at this point, after this scrutiny had

1           been visited upon Volato's proposal, un- --  
2           unparalleled scrutiny of this proposal, could one  
3           say that for this particular parcel at this airport  
4           at this point in time, was Volato's proposal the  
5           highest and best use for the airport? And the  
6           answer's yes. Yes, it is. It is. That was our  
7           conclusion.

8           So, fortunately, I think for MartinAir,  
9           Mr. Topp is gracious. He's a gracious person. He  
10          doesn't visit embarrassment on people  
11          unnecessarily. He called Mr. Green -- if you could  
12          go to the next slide -- and told him a couple  
13          things: One, that there was nothing unique about  
14          MartinAir's submission that they needed this parcel  
15          as opposed to another parcel. There was nothing  
16          uniquely tied to the 22-acre parcel that they  
17          needed, number one. The 22-acre parcel was subject  
18          to an FAA order that has great uncertainty about it  
19          and we don't know when that will be released. And  
20          that if they did want to put together a proposal  
21          that was about us, that was about our needs, that  
22          was about our future, we would entertain that but  
23          they needed to go back and do that. And when they  
24          did that, they should contemplate applying that to  
25          the parcel on our airport layout plan that's

1 designate for -- designated for future FBOs.

2 So Mr. Topp sent an e-mail to confirm this  
3 conversation. We had a -- we had a call "MartinAir  
4 has agreed to amend its conceptual submission to  
5 that parcel of land on the ALP, the airport layout  
6 plan, for future development of an FBO."

7 If you could go to the next slide.

8 Mr. Topp included in the e-mail a picture of  
9 what he was talking about so there's no  
10 misunderstanding where he was sending these folks.  
11 It accurately depicts the parcel. It depicts  
12 Hawkeye View Lane. It depicts everything that's  
13 involved in that parcel.

14 If you could go to the next slide.

15 Mr. Green responds and says, "We agree to the  
16 new site. We agree. We'll withdraw our submission  
17 from the 21-acre parcel and apply it to the other  
18 one."

19 Next slide.

20 Now, I don't know how to resolve what you're  
21 looking at. I really don't. On the left-hand side  
22 is the e-mail thread from Mr. Green that says they  
23 agree to withdraw the submission from the 21-acre  
24 parcel and apply it to the other parcel,  
25 October 6th.

1           MR. OLSON: Could you point out exactly where  
2 on this screen you're reading right now?

3           MR. ROBERTS: I'm sorry?

4           MR. OLSON: Could you -- what you just read --

5           MR. TOPP: Right here.

6           MR. OLSON: -- they withdraw. I don't see  
7 "withdraw."

8           MR. ROBERTS: Okay.

9           MR. OLSON: Just -- I just wanted to see the  
10 connection. That's okay. I see it now.

11          MR. ROBERTS: Okay.

12          MR. OLSON: I don't see "withdraw," but okay.  
13 A small -- small -- small point.

14          MR. ROBERTS: So I don't know how to resolve  
15 this. But I can tell you this: When Mr. Topp was  
16 asked at the board meeting if MartinAir had agreed  
17 to move their application over to the other parcel  
18 and he said yes, he was telling you the truth. He  
19 was telling you the truth.

20                 And I won't go through the other points of  
21 Mr. Olson's memo other than to summarize this as to  
22 whether there is some unfair prejudice being  
23 visited upon anyone applying to the other parcel  
24 instead of the 21-acre parcel.

25                 If you could go to the next slide.

1           They are both impacted by significant wetland  
2 mitigation issues.

3           If you could go to the next slide, you can see  
4 where the 21-acre superimposes on top of the green  
5 over there. And just go to the next one, and it's  
6 more transparent. You can see that.

7           "Wetland mitigation" is going to be the  
8 environmental term that drives this economic  
9 feasibility. They're both equally impacted.

10          As for the road, Hawkeye View Lane -- if you  
11 could go to the next text -- what -- what all  
12 developers have is -- you know, they take this --  
13 they take this as it is: As-is, where-is.

14          What is also in Volato's term sheet that we  
15 used and submitted to Northrop Grumman was if they  
16 don't want to wait for the State of Florida to help  
17 relocate this road, they want to do it themselves,  
18 they can do it themselves and we will give them a  
19 credit for it. Right? So if they -- if they  
20 invest as part of their infrastructure and they  
21 make improvements to road, sewage, water, retention  
22 ponds, and that provides a common benefit to other  
23 subsequent developers on the east side, one of  
24 which may be the airport, by the way, they'll get a  
25 credit for that, and the FAA permits that.



1 MR. OLSON: (Indicating.)

2 MR. ROBERTS: Yes.

3 MR. OLSON: I know you're on your testimony,  
4 but I do want to --

5 MR. ROBERTS: No, that's all right.

6 MR. OLSON: Would that be a credit against the  
7 land lease payments or would it --

8 MR. ROBERTS: It would.

9 MR. OLSON: It wouldn't be an overall  
10 liability to the Authority?

11 MR. ROBERTS: It would be -- they're entitled  
12 to take, if you can conceptualize, that additional  
13 capital over the term of their 30-year lease, for  
14 example. They collapse -- they get a lower -- they  
15 pay a lower rate than their neighbors over at  
16 Atlantic, for example. They would pay a lower  
17 rental rate. And that difference is basically the  
18 capital cost collapsed back to present value and  
19 amortized over the lease.

20 MR. OLSON: Okay. So the liability up to the  
21 Authority wouldn't be beyond the rental payments up  
22 from the lease?

23 MR. ROBERTS: They would be financing it.  
24 They would -- they would be the functional  
25 equivalent that the developer would finance those

1 common benefit improvements.

2 MR. OLSON: I'm just wanting to make sure that  
3 the liability isn't on the books of the Authority.

4 MR. ROBERTS: Right. It would not be.

5 MR. OLSON: Okay. Thank you.

6 MR. ROBERTS: So that's how the decision was  
7 made. We've revisited this. We've looked at  
8 everything we did. We -- we don't change it. We  
9 don't -- don't think anything disturbs it. We  
10 stand by it. It was an unanimous consensus by  
11 staff for this conclusion.

12 So -- well, I'll just stop there. I'll just  
13 stop there and say this: If anyone has any  
14 questions at all about this process and how it  
15 happens, this is a great time to ask. If anyone  
16 has any concerns about undisclosed conflicts of  
17 interest or undisclosed motives or undisclosed  
18 purposes, this is a great time to ask: Court  
19 reporter, lawyer under oath, Bar license on the  
20 table. We would like to hear it now if there is.

21 MR. OLSON: Yes. May I --

22 CHAIRMAN CLARKE: You --

23 MR. OLSON: Yeah, I have -- I have a couple of  
24 points and questions, but -- and I'll say right now  
25 I have had no reason to think about, necessarily,

1 conflicts of interest and --

2 MR. TOPP: I can't hear you.

3 MR. OLSON: And my other summary point, and  
4 I've got a couple others, is we could have all  
5 saved a lot of time and effort if, on the 9th of  
6 October, a report such as this should have come  
7 back instead of the sort of ambiguous statement  
8 about they had withdrawn because they ended up  
9 becoming interested in another parcel.

10 That is the answer -- the minimal answer that  
11 caused me to wonder since I wasn't hearing detail.  
12 And, in fact, the procedure was for staff to review  
13 this proposal that had just come in and report back  
14 to the board. In fact, the Sunshine Law is very  
15 specific on this. It gives very specific examples.  
16 Staff does not make decisions about -- boards make  
17 decisions. Decisions such as this are done through  
18 deliberation in a publicly announced meeting. The  
19 role of staff is to -- is to retrieve the detail  
20 and make a report and not to make decisions.

21 So, technically, to -- to come back and say  
22 that this company, MartinAir, is no longer  
23 interested means -- or gives the impression that --  
24 and -- well, I just think what should have happened  
25 with what was going to happen on the 25th of

1           September is a report, such as the detail you  
2           have -- Mr. Roberts, have just shared, should have  
3           come back. If it wasn't ready to be reported to  
4           the board, it should have just been held back.

5           It created a lot of concern, certainly on my  
6           part, and it created a lot of controversy that  
7           could have been avoided. And that's, I guess, my  
8           summary statement.

9           My other statement is I'm not sure if your  
10          description of the motivation behind the issuance  
11          of notice was fully complete and fully addressed  
12          and encapsulated all the reasons that this was --  
13          that this was done.

14          There was a two-hour, as I recall, discussion  
15          in a -- what's called by locals here a shade  
16          meeting on July 7th that went back and forth, back  
17          and forth. Because I went into that meeting, as  
18          you can recall, advocating that a -- that an RFP  
19          process be used because of my personal feeling that  
20          we should not award land leases without RFP  
21          processes. And there was a huge amount of  
22          discussion.

23          The point you made about the reason doing it  
24          to allay any concerns about conflict of interest  
25          came into the discussion, but it came in late in

1 the discussion.

2 So I feel that the only way we can fully share  
3 the reasons behind the notice was -- was -- would  
4 be to have the minutes of that shade meeting become  
5 available, and I -- I'm -- I know that others don't  
6 think it should be available.

7 The -- the only time we -- or we did not hear  
8 that the proposal was -- had been -- a study of the  
9 proposal had found all the deficiencies and  
10 questions that you raise now, Mr. Roberts, until  
11 our last board meeting. So, again, that report  
12 should have come out as was intended from the  
13 September 25th meeting.

14 But I have to say I appreciate all of the work  
15 and attention you've given to me. It answers a  
16 bunch of questions in my mind as to the puzzlement  
17 I'm hearing that Martin had actually themselves  
18 initiated a withdrawal of the 21 acres. So thank  
19 you.

20 MR. ROBERTS: Yeah, and I appreciate that.  
21 The -- and, Madam Court Reporter, further affiant  
22 sayeth naught, I -- we can end this record here.  
23 As a practical matter, everything we say is under  
24 oath, anyway, professionally.

25 The only thing, Mr. Olson, and I appreciate

1           that feedback, and there is, respectfully, I think,  
2           a different understanding about our governance and  
3           the role of Mr. Topp. Under our governance, he  
4           does, in fact, make decisions. He does, in fact,  
5           make decisions. It is subject to board oversight.  
6           So, for example, it's decision and report,  
7           decision, report, decision, report. Or "I think  
8           I'm getting -- about to make a decision, I'd like  
9           some board guidance so we can talk it out."

10                    But our current government structure does  
11           contemplate a very strong executive director  
12           position with policy oversight by the board. The  
13           board can make a motion to overturn anything  
14           Mr. Topp does at any time.

15                    So -- so I think that's the more practical  
16           mechanism to avoid you all having to be in the  
17           weeds of everything. But that's our understanding.  
18           If the board collectively wants to recalibrate  
19           that, it's the board's power to do so.

20                    And with respect to how the information came  
21           out, you know, Mr. -- Mr. Green was sitting in the  
22           back of the room -- well, not on the day that --  
23           that Mr. Topp described his decision, but -- but if  
24           there's a fault, it's a fault of trying to be  
25           gracious and not visit unnecessary embarrassment to

1 a company and -- that has to sit and have its  
2 evaluation characterized in an extremely  
3 unflattering and unprofessional way in -- in  
4 public. And so any -- you know, if there's  
5 concerns that way, you can call them out or just  
6 feel free to pick up the phone and -- and ask.

7 It'd have probably been -- you know, in  
8 hindsight, we perhaps should have been more direct  
9 about characterizing their proposal and their  
10 involvement, even if it was unflattering, but  
11 that -- that is under the assumption that we  
12 operate, is that -- that there is a strong  
13 governance function for Mr. Topp. And we  
14 communicate what we're doing. If you need to step  
15 in and recalibrate us or give us new direction,  
16 we -- we take that and eat it. But I appreciate  
17 your feedback.

18 CHAIRMAN CLARKE: Thank you.

19 MR. BLOCKER: And --

20 CHAIRMAN CLARKE: Yes, sir.

21 MR. BLOCKER: -- Mr. Chair, before we go  
22 further, I'd just -- if I could, thank you,  
23 Mr. Roberts, for doing that. I see you've put a  
24 lot of work into that. I appreciate it.

25 I just want to -- if I can, just hit a couple

1 of issues: One, I want to echo what Mr. Roberts  
2 said. He and I have not discussed that, but I have  
3 a different opinion of the -- that's one opinion as  
4 a lawyer, I do believe that Mr. Topp does have the  
5 authority because this board is a board of  
6 oversight, the way it's chartered. That's my  
7 opinion. You can have a hundred lawyers have a  
8 different opinion, but --

9 MR. OLSON: Are you referring to the state  
10 charter? Are you referring to the state statute  
11 creating (inaudible) the Authority?

12 MR. BLOCKER: The governing documents have an  
13 order for this --

14 MR. OLSON: Is that what you're referring to?

15 MR. BLOCKER: I'm referring to that and the  
16 practice of this board.

17 COURT REPORTER: I can't hear you, Mr. Olson.  
18 I apologize.

19 MS. LUDLOW: They can't hear.

20 CHAIRMAN CLARKE: Speak to the reporter.

21 MR. OLSON: I'm sorry. I believe I  
22 interrupted you and I'm sorry.

23 MR. BLOCKER: No, no, that's -- that's fine.  
24 You're a board member. You can -- you can --

25 MR. OLSON: My question was what Mr. Blocker



1           was referring to when he was referring to our  
2           charter. I asked for clarification whether it was  
3           the state statute that enabled and established this  
4           authority, and I haven't given him a chance to  
5           answer.

6           MR. BLOCKER: Sure. So that -- that would be  
7           part of it. So part of -- part of the role of the  
8           executive director is to -- as you all know, we  
9           just -- you all are going through the search for an  
10          executive director. So his role -- I believe he  
11          has fulfilled his role and his obligation.

12          MR. OLSON: What is the other part of the --  
13          that enables that? Because I couldn't find  
14          something specifically unique or enabling in our --  
15          in our state-enabling charter that's different from  
16          any other --

17          MR. BLOCKER: Sure.

18          MR. OLSON: -- authority I've been familiar  
19          with.

20          MR. BLOCKER: Sure. Just as a general rule,  
21          you all are a board of oversight. So you all have  
22          the authority to -- you report to the board,  
23          financial decisions are made by the board. This  
24          is --

25          MR. OLSON: More of a financial decision?

1 MR. BLOCKER: Well, it's more than financial.

2 And, Mr. Olson, I don't want to debate this  
3 right now. I want to get some things on the record  
4 here. I'm happy to have that -- and that's my  
5 opinion. You know, if you all are unhappy with my  
6 advice, you know, you all can go with a different  
7 attorney.

8 As far as shade meetings, those minutes are --  
9 are not disclosable. We have litigation. We also  
10 have a board member that is currently on here -- I  
11 made that clear to each of you all as a board  
12 member. So I'm not going to advise this board to  
13 get into shade meeting discussions. I advise  
14 against that.

15 Second -- third thing I want to point out is  
16 if there is these type of concerns, you know, our  
17 job -- my job as your attorney is to discuss these  
18 with you. And I appreciate you reaching out to me  
19 about this. In the future, I'm going to ask the  
20 board -- you know, we all have to operate within a  
21 certain quorum of professionalism. I'm going to  
22 ask you all to bring these concerns to us, because  
23 I'm sure that Mr. Roberts and myself -- and I  
24 did -- you did reach out to me, Mr. Olson, but  
25 these are conversations we could have had. They

1           were sensitivity to the applicant when they put in,  
2           and these are obviously things that I advised --  
3           and I want to be clear about this, I advised  
4           Mr. Topp not to put on this presentation to you all  
5           because I did not feel it was appropriate to  
6           highlight that and expose the Airport Authority to  
7           ongoing issues.

8           MR. OLSON: Really?

9           MR. BLOCKER: Yes. Absolutely.

10          MR. OLSON: That was -- I think that was  
11          really unfortunate because of what we have been  
12          through in the past month. I wish I had known that  
13          before now.

14          MR. BLOCKER: I did tell you that in our  
15          meeting.

16          MR. OLSON: No, you advised -- because anybody  
17          submitting a document or a proposal has to  
18          understand that they're going to be -- those  
19          proposals are going to be candidly discussed and  
20          picked through and reviewed.

21          We just had reviews, what, back in April of  
22          candidates for executive director here. We were  
23          very -- I was very candid in talking about the  
24          candidates because we had to. There was no other  
25          way our board could converse and -- and interact on

1           how we felt about each of these candidates.

2           CHAIRMAN CLARKE: Okay. All right. That's  
3 another subject matter, please, Mr. Olson.

4           Thank you, gentlemen, for --

5           MR. OLSON: Second -- I continue to be  
6 interrupted by the chair.

7           CHAIRMAN CLARKE: Please, no -- we need to  
8 move on.

9           MR. OLSON: Okay.

10          CHAIRMAN CLARKE: All right. But thank you,  
11 Mr. Roberts, for your report -- it was quite  
12 thorough -- Mr. Blocker, for your comments.

13          Apart from the business matter of MartinAir  
14 accessing our property, I believe we can benefit  
15 from this incident as a teachable moment. I don't  
16 want to dwell on the line between governance and  
17 administration of the Authority, but while I  
18 believe Mr. Olson's intentions were -- he was well  
19 intended on submitting his letter, you know, at the  
20 last meeting that has not been vetted, I believe  
21 that going forward, we need to understand board  
22 members are free to speak to anyone that they  
23 please to -- that they're -- that they intend to  
24 speak to; however, when it comes to operational  
25 matters, we need to coordinate with the executive

1 director because it's -- that is the line that --  
2 between governance and operations. So all that  
3 needs to be done. So let's keep that in mind,  
4 please.

5 As we move on to our business partners, looks  
6 like commissioner --

7 MR. TOPP: Did we approve the agenda?

8 CHAIRMAN CLARKE: No. The next -- yeah, the  
9 next thing is the approval of the agenda.

10 Thank you, Mr. Topp.

11 AGENDA APPROVAL

12 MS. LIOTTA: I would like to actually add an  
13 item under old business, the executive director  
14 search.

15 CHAIRMAN CLARKE: Okay.

16 MR. TOPP: I have that down at the bottom.

17 CHAIRMAN CLARKE: I believe we'll be  
18 scheduling that.

19 MS. LIOTTA: Not as a staff update but as a  
20 board discussion.

21 MR. TOPP: No, it's down here under --

22 MS. LUDLOW: The overview.

23 MR. TOPP: It's under the board --

24 Ms. Cash-Chapman, executive search. It's in there  
25 when she makes her comments.

1 MS. LIOTTA: Not as a comment item but as an  
2 actual discussion.

3 MS. CASH-CHAPMAN: We wanted to have a  
4 discussion about it.

5 MR. TOPP: Oh, okay.

6 MS. LIOTTA: Yeah.

7 CHAIRMAN CLARKE: Okay. All right. We'll  
8 entertain that then, executive director search.

9 Any other agenda items?

10 Hearing none, we'll move on to business  
11 partner updates.

12 BUSINESS PARTNER UPDATES

13 CHAIRMAN CLARKE: I don't believe  
14 Commissioner Dean is here.

15 Mr. Beyers, Atlantic Aviation?

16 MR. BEYERS: Nothing from me.

17 CHAIRMAN CLARKE: No comments.

18 Mr. Riera? Mr. Riera is not here.

19 Mr. McKendrick, Northrop Grumman?

20 Mr. McKendrick's not here. Mr. Pittman is not  
21 here.

22 All right. That concludes business partner  
23 updates.

24 OLD BUSINESS ITEMS

25 EXECUTIVE DIRECTOR SEARCH DISCUSSION

1           CHAIRMAN CLARKE: All right. Old business  
2 items. Ms. Liotta, you'd like to discuss the  
3 executive director search?

4           MS. LIOTTA: I'll -- well, I'll yield the  
5 floor to Ms. Cash-Chapman, but I think there's --  
6 just to give an update, but I think we may also  
7 need to make some decisions about inviting people  
8 and keeping the process moving. And I don't -- and  
9 I think we may need to do some -- some actual  
10 decisions on that. So I'll yield to  
11 Ms. Cash-Chapman.

12          CHAIRMAN CLARKE: Okay.

13          MS. CASH-CHAPMAN: Thank you.

14                 Yeah, so, as far as I understand, we've all  
15 had the opportunity on the board to have our phone  
16 interviews with our top two candidates. And I  
17 think that we need to -- if we want to make the  
18 decision right now to invite one or both the  
19 candidates to the airport for interviews or if we  
20 want to set up a separate workshop to do that and  
21 really discuss it. It's kind of, I mean, up to all  
22 of us what we're thinking.

23                 I'm comfortable inviting both of them here. I  
24 thought that my conversations went really well with  
25 both of them. I'm really pleased with how they

1           went. I'd appreciate some feedback from the other  
2           members though.

3           MS. LIOTTA: I agree. I think they were  
4           different, but they both had strengths. So I would  
5           like to see them both for in-person.

6           MR. OLSON: I agree, they're -- they were --  
7           pretty much what Ms. Liotta said, they're different  
8           people, but they are -- both candidates, I think we  
9           should invite here. They have -- I think they're  
10          strong cand- -- they come off as strong candidates.

11          And I ended up talking to the candidates, I  
12          believe after you, Michelle, and both of them were  
13          just pumped up, enthusiastic by the time they -- I  
14          started with them and they referred to their  
15          conversation with you. So...

16          MS. CASH-CHAPMAN: Well, good.

17          MS. LUDLOW: I totally disagree. I have asked  
18          several times for information regarding this. I've  
19          gotten no information. So I guess I will have to  
20          get a public request to get the information that  
21          I've asked for through the office and at the --

22          MR. TOPP: We e-mailed them to you. You're  
23          talking about the --

24          MS. LUDLOW: No. You're -- no.

25          MS. CASH-CHAPMAN: What are you looking for?



1 MS. LUDLOW: What I asked for was where did  
2 these applications -- where did -- where were these  
3 advertised. Nobody knows where they were  
4 advertised.

5 MS. CASH-CHAPMAN: They were -- I can tell  
6 you. I can tell you.

7 MS. LUDLOW: No.

8 MS. CASH-CHAPMAN: I wasn't here last week.

9 MS. LUDLOW: Only one person on this board  
10 knows anything about it: You.

11 MS. CASH-CHAPMAN: I don't -- I don't know  
12 that only one person knows.

13 MS. LUDLOW: You're the only person that  
14 knows -- you're the only person that saw the ad,  
15 because you made it up.

16 MS. CASH-CHAPMAN: I didn't make it.

17 MS. LUDLOW: You're the only person that sent  
18 it out or knows where it was sent.

19 MS. CASH-CHAPMAN: Let's have a talk about  
20 that.

21 MS. LUDLOW: You're the only person -- I asked  
22 for full -- full resumés --

23 MS. CASH-CHAPMAN: And you have all of them.

24 MS. LUDLOW: -- not -- not -- not resumés that  
25 have been truncated, taken-off information off the

1 top of the resumé and their names blocked out.

2 It's like -- you know, you're not three years old.

3 MS. CASH-CHAPMAN: Based on the last interview  
4 process --

5 MS. LUDLOW: So that's the kind of resumé we  
6 had to choose from. So --

7 MS. CASH-CHAPMAN: Would you like me to  
8 respond to you?

9 MS. LUDLOW: -- no, I don't think I'm even  
10 close to ready for that. We have not gotten full  
11 information. We don't know where -- where it went.  
12 We --

13 MS. CASH-CHAPMAN: I've heard you. Would you  
14 like me to respond to you?

15 MS. LUDLOW: No.

16 MS. CASH-CHAPMAN: So you don't want the  
17 answers that you're looking for? You've asked --

18 MS. LUDLOW: Well, yeah. Why haven't you  
19 answered all the other times I've asked?

20 MS. CASH-CHAPMAN: Because -- first of all,  
21 let's back up. You asked in the last meeting. And  
22 the only reason I know is because I've read the  
23 minutes. I wasn't here.

24 MS. LUDLOW: No, Chloe --

25 MS. CASH-CHAPMAN: So --

1 MS. LUDLOW: I sent Chloe a request also to  
2 ask you because I can't ask you personally.

3 MS. CASH-CHAPMAN: Right. So -- so I'm going  
4 to answer you right now. The ad was not one that I  
5 created. As we all agreed, we took the exact same  
6 one from before. And I literally copied it. I  
7 pasted it. I believe I actually also sent it to  
8 Mr. Blocker for review before I posted it.

9 MR. BLOCKER: That's right.

10 MS. CASH-CHAPMAN: It was posted on LinkedIn,  
11 it was posted on Indeed, which feeds to other job  
12 boards throughout the nation. We had 76, I think,  
13 applicants come through. Some came directly to the  
14 office that Mr. Topp put together and gave to me,  
15 the others came to -- through the job boards. And  
16 so I saved every single one of them on a flash  
17 drive. I brought them down to office where I  
18 printed them all.

19 You're right, I did remove the contact  
20 information, which everyone else on the board  
21 seemed to be okay with, because that was to protect  
22 us, as well as the applicants, so that we could  
23 discuss them openly without -- I mean, these are  
24 people that we're talking about. So we wanted to  
25 be aware of that and kind when we were reading

1 through these inter- -- or these applications in a  
2 public forum.

3 I did assign numbers to each person so that we  
4 could take away any biases that we knew about or  
5 didn't know about. We all went through all of the  
6 applicants the first time. You requested to take  
7 all 76 home, which you absolutely had the right to  
8 do and you did.

9 MS. LUDLOW: With numbers.

10 MS. CASH-CHAPMAN: You didn't come to the  
11 next -- but it shouldn't matter what their name is.  
12 I didn't know their names either.

13 MS. LUDLOW: But you altered their resumé.

14 MS. CASH-CHAPMAN: I took off their contact  
15 information, yes.

16 MS. LUDLOW: And -- and -- yes. And you took  
17 off like their pictures or whatever was on the  
18 document.

19 MS. CASH-CHAPMAN: Right, specifically to --

20 MS. LUDLOW: You're not supposed to do that.

21 MS. CASH-CHAPMAN: Says who?

22 MS. LUDLOW: Well, says -- I mean, we're not  
23 three years old. Why wouldn't we get a full --

24 MS. CASH-CHAPMAN: Well, based on our last --  
25 based on our last --

1 MS. LUDLOW: -- resumé?

2 MS. CASH-CHAPMAN: -- interview process when  
3 everybody chose to call the candidate repeatedly to  
4 the point where he backed away from his top job and  
5 his number one location, it showed me that, yes, we  
6 did need to back up a little bit and try to do the  
7 search. And the initial search was to narrow  
8 everyone down. And once we narrowed everybody  
9 down, at our second meeting, which you did not go  
10 to, our second meeting, we had all of our  
11 information --

12 MS. LUDLOW: I was late for one of them and  
13 the second one was not posted.

14 MS. CASH-CHAPMAN: That is not true.

15 MS. LUDLOW: So...

16 MS. CASH-CHAPMAN: So at the second meeting,  
17 all of the names were there. We went through them,  
18 we narrowed it down, and we had our phone  
19 interviews. And I think that a lot of us on the  
20 board are prepared and ready to move forward with,  
21 I think, two well-qualified candidates, because if  
22 we didn't think they were qualified candidates, we  
23 would have gone back to the drawing board and we  
24 would have started over.

25 So is the issue with the candidates themselves

1 or is your issue with me personally, how I handled  
2 it? Because those are two very different things.

3 MS. LUDLOW: Both.

4 MS. CASH-CHAPMAN: So --

5 CHAIRMAN CLARKE: Can you provide Ms. Ludlow  
6 with what she's -- the full resumés?

7 MS. LUDLOW: I have the two full resumés that  
8 they've garnered down from 15 to 5 to 2. That's  
9 all I've gotten as a full resumé.

10 MS. CASH-CHAPMAN: So you would like me to  
11 send you the 76 resumés with all of their contact  
12 information?

13 MS. LUDLOW: Yes.

14 MS. CASH-CHAPMAN: Is that what would make you  
15 happy?

16 MS. LUDLOW: That's what we should -- that's  
17 what the committee should have gotten. Yes.

18 MS. CASH-CHAPMAN: Everyone else seemed  
19 perfectly fine with it. So I'd like to get --

20 MS. LIOTTA: I disagree that we should have  
21 gotten that because it was -- it was discussed and  
22 it was agreed ahead of time. It was not a  
23 surprise. And I agree with the policy reasons for  
24 taking out personal information on an initial pass  
25 where there may be people, when we looked at their

1           resumés, absolutely nobody on this board was  
2           interested in moving forward with them and there  
3           was no reason to expose their personal information,  
4           even us as board members. I mean, I know it's --  
5           it was still a submission to a public body and  
6           somebody could call and get it, but just every  
7           piece of paper we can have not with someone's  
8           personal information on it, I think that's the  
9           professional and appropriate thing to do.

10                    So I was perfectly comfortable with the  
11           process. I don't think there were any surprises.  
12           Now, I didn't remember at the last meeting exactly  
13           how everything had been posted. I knew it had been  
14           posted. So I don't see any fatal flaws in this  
15           process and I don't have -- and I would like to see  
16           these two candidates for in-person interviews.

17                    MR. OLSON: And let me --

18                    MS. CASH-CHAPMAN: A few weeks before, though,  
19           just in one of the meetings before when I gave you  
20           the initial update on how applicants were coming  
21           in, I told you specifically we had X amount from  
22           Indeed and X amount from LinkedIn, just so we're --  
23           we can go back and look at minutes if we need to.

24                    MR. OLSON: Yeah, I'd like to say also that I  
25           think that we really do have some urgency here in

1 bringing on a permanent executive director. And if  
2 we delay the process to do whatever, we possibly  
3 hurt our chances with these candidates we're  
4 looking at now because they could easily change  
5 their mind or find other opportunities.

6 So I'm not sure how to satisfy Ms. Ludlow's  
7 concerns. I wish she had -- I wish you had been  
8 able to be at the -- was it the second meeting that  
9 you were not able to be at, Ms. Ludlow?

10 But I really think we -- we have to, in order  
11 to keep this process going and achieve what we need  
12 to achieve here, to go ahead and schedule that  
13 meeting and --

14 MS. LUDLOW: Okay. Well, I -- I disagree  
15 again because we're going to rush into something  
16 and we're -- and we could get someone that was --  
17 that we don't feel is properly qualified for the  
18 job.

19 MS. LIOTTA: Well, I disagree with the  
20 description of it as "rushed." We've been looking  
21 at this process, I think, for a very extended point  
22 of time to the point where I found myself  
23 apologizing on the phone to both of these  
24 applicants that this process has taken as long as  
25 it has to date.



1           So I would like actually -- and I don't think  
2           in a perfect world we would always agree as a  
3           five-person board member, but -- a five-person  
4           board, but I don't -- there are times when just,  
5           unfortunately, we will not get 100 percent  
6           consensus.

7           So I'd like to just go ahead and make a motion  
8           that we instruct staff to invite these two to an  
9           in-person interview.

10          MS. LUDLOW: I think the next thing we do --

11          MS. LIOTTA: Maybe we could then have a  
12          discussion over like what time to do that. I think  
13          maybe the next -- the next scheduled board meeting  
14          would be -- maybe like an hour before that or  
15          something like that. We only have two, so having  
16          them each do essentially -- you know, that's  
17          blocking and tackling details, but I think that  
18          would probably be the soonest opportunity. Or  
19          maybe early December.

20          CHAIRMAN CLARKE: How about the -- Friday,  
21          the -- November 17th for a workshop meeting?

22          MS. LUDLOW: Are you saying we are scheduling  
23          a committee meeting?

24          MS. LIOTTA: No.

25          Okay. Let me rephrase because I rambled.

1 MS. LUDLOW: Shouldn't the committee have a  
2 meeting first?

3 MS. LIOTTA: I'd like to make a motion that  
4 the board -- that the board instruct the staff to  
5 set up the two remaining -- the two prescreened  
6 applicants to come in for in-person interview  
7 process, set up the stage at the earliest  
8 opportunity.

9 MR. OLSON: I second that.

10 CHAIRMAN CLARKE: All right. Let me make a  
11 comment. I'd like to -- you know, my personal  
12 preference would be to limit that to -- limit that  
13 meeting just to that topic --

14 MR. TOPP: I'm sorry?

15 CHAIRMAN CLARKE: -- you know, without having  
16 any other business to --

17 MR. TOPP: Limited to what?

18 MS. CASH-CHAPMAN: Just that topic.

19 CHAIRMAN CLARKE: Just that topic.

20 MR. OLSON: That's fine.

21 CHAIRMAN CLARKE: As a workshop meeting, an  
22 open workshop meeting.

23 MS. LIOTTA: No. It would be a public --

24 CHAIRMAN CLARKE: Public workshop, like a  
25 meeting.

1 MS. LIOTTA: Well, I guess because we're not  
2 making votes --

3 MS. CASH-CHAPMAN: You're saying for the  
4 actual interview?

5 MS. LIOTTA: For the interviews.

6 CHAIRMAN CLARKE: Right.

7 MS. LIOTTA: It would be a public --

8 CHAIRMAN CLARKE: Yeah, we wouldn't be making  
9 a decision right then and there, would we?

10 MS. LIOTTA: No.

11 MR. OLSON: No.

12 MS. LIOTTA: I would think --

13 MR. TOPP: The next meeting we have scheduled  
14 is December 11th. Do you want to do it prior to  
15 that to move things forward?

16 MS. LIOTTA: Maybe the week after  
17 Thanksgiving?

18 MR. OLSON: That's awfully -- December 11th is  
19 a long time.

20 MR. TOPP: Yeah. Yeah.

21 MS. LIOTTA: Because of Thanksgiving, I guess.

22 CHAIRMAN CLARKE: I would suggest either the  
23 17th -- it's a Friday -- or the 1st, the following  
24 Friday. The week of Thanksgiving's probably bad.

25 MS. CASH-CHAPMAN: I will not be here the

1 17th, if that counts for anything.

2 MR. OLSON: I can't do the 17th, but --

3 MR. TOPP: You want to do it the first week of  
4 December?

5 MS. LIOTTA: What about the week of the 27th?

6 MR. OLSON: That sounds good to me.

7 CHAIRMAN CLARKE: I'm -- I'm available Monday  
8 and Friday of that week.

9 MR. OLSON: Good.

10 MS. LIOTTA: I can also do both of those days.  
11 That's the December -- that's November 27th and  
12 December 1st.

13 CHAIRMAN CLARKE: And I would also suggest  
14 that we do it midday.

15 MR. TOPP: In the daytime?

16 CHAIRMAN CLARKE: Right. So that the -- you  
17 know, the -- well, one of the applicants would be  
18 traveling from the Midwest and the other would  
19 be -- is with -- lives in Florida, within driving  
20 distance. So I would say noon or 1:00.

21 MS. CASH-CHAPMAN: Well -- and just remember,  
22 if they're coming for an interview, that the  
23 interview isn't just their five-minute introduction  
24 and their presentation and our questions and  
25 answers. We also want them to get a tour of the

1           airport that maybe Mr. Topp would be willing to  
2           escort him around for that.

3           MR. TOPP: Absolutely. I'll take them out in  
4           the Prius.

5           MS. LIOTTA: And also meet with the staff.

6           MS. CASH-CHAPMAN: And then meet with the  
7           staff.

8           MS. LIOTTA: So it'd be an all-day.

9           MS. CASH-CHAPMAN: So it's going to be -- it  
10          might just be a small portion for us, but for the  
11          candidate himself, it would be a longer -- few  
12          hours here. So just for scheduling purposes.

13          MR. TOPP: Yeah. Not a problem. Would love  
14          to do it.

15          CHAIRMAN CLARKE: Maybe Thursday, the 30th,  
16          and the 1st -- December 1st? Thursday and Friday?

17          MS. LIOTTA: The 30th and the 1st?

18          CHAIRMAN CLARKE: Yes.

19          MS. LIOTTA: Oh, not -- not the Monday?

20          CHAIRMAN CLARKE: Well, I can't -- it looks  
21          like they may have to be here two days.

22          MR. OLSON: Two days?

23          CHAIRMAN CLARKE: Well --

24          MR. TOPP: Or we can do it in the morning --

25          CHAIRMAN CLARKE: -- the guy coming from the

1 Midwest.

2 MR. TOPP: -- and then after -- right after  
3 lunch or something.

4 What do you think, Michelle? Do it all in one  
5 day and give them a two-hour, you know -- how long  
6 do you all need with it?

7 MS. CASH-CHAPMAN: I don't want it to feel  
8 rushed. I don't want them to, like, pass the other  
9 candidate on the way out, like "Say hi. It's  
10 between the two of you."

11 CHAIRMAN CLARKE: Could we do it on separate  
12 days?

13 MR. OLSON: I say separate --

14 MS. CASH-CHAPMAN: I think if we do one one  
15 day and one the next day --

16 MR. OLSON: Yeah. Separate days and --

17 MS. CASH-CHAPMAN: -- then we can take our  
18 time and --

19 MR. OLSON: Right. And --

20 MS. CASH-CHAPMAN: -- and really make sure  
21 we're making the right choice.

22 MR. OLSON: And we should provide -- we should  
23 offer lodging for their trip here and other things,  
24 obviously travel, all that.

25 CHAIRMAN CLARKE: Right.

1 MR. TOPP: Sure.

2 CHAIRMAN CLARKE: Okay.

3 MR. TOPP: So we'll contact them, you know --

4 MS. CASH-CHAPMAN: Yeah.

5 MR. TOPP: -- in the next day or so and I'll  
6 set it up. If you can e-mail me their phone  
7 numbers and all that, we'll --

8 MS. LIOTTA: Okay. Yeah, there's -- just to  
9 make it easier for staff, because I can be hard to  
10 get ahold of, any day that week works for me, so --  
11 if we're doing two different days.

12 MS. FISCHBACH: Any day the last week of  
13 November?

14 MS. LIOTTA: The week of the 27th.

15 MR. TOPP: Right. That's the last week of  
16 November.

17 MS. LUDLOW: How about Friday, the 1st?

18 MS. LIOTTA: 27th through December 1st.

19 MR. TOPP: What I'll do is I'll try to call  
20 them -- I have to be -- I'm flying out of here  
21 tonight to Tallahassee for this Florida Aviation  
22 Council meeting with the legislature tomorrow. I  
23 have to be at the Rotunda at 7:30 tomorrow morning  
24 for a breakfast. And then we're going to -- so  
25 maybe at lunchtime I'll have time to start calling

1           them. But I'm on it. We'll get it handled.

2           MS. CASH-CHAPMAN: Thank you.

3           MS. LIOTTA: Oh, I guess --

4           MR. TOPP: How much time do you all need with  
5           them each? I mean, are you going to --

6           MS. LIOTTA: Well, it will be -- it will be a  
7           group interview where they'll -- we'll have an  
8           opportunity to all -- in an open-to-the-public,  
9           noticed meeting, so it will be a follow-up  
10          interview sort of thing. But also in the minutes  
11          of the December 6th meeting, we discuss -- we kind  
12          of outlined a presentation we want them to make.

13          MS. CASH-CHAPMAN: Which we also need to come  
14          up with a prompt for. I'll need those.

15          MS. LIOTTA: I think we sort of were  
16          discussing, look at a -- look at a business -- they  
17          pick a business problem for the airport to address  
18          for the next two fiscal years.

19          MS. CASH-CHAPMAN: Uh-huh.

20          MS. LIOTTA: They pick it. So they'll have to  
21          do their research on our publicly available  
22          documents, and you could focus on something, which  
23          will -- I think is better because it helps us --  
24          gives us a snapshot as to how they pick problems as  
25          well as how they solve them.



1           MR. TOPP: I haven't seen the resumés. Do  
2 both of them have that degree like Mr. Wuellner had  
3 for airport -- the MBA with the airport suffix?

4           MS. LIOTTA: They both have experience running  
5 airports.

6           CHAIRMAN CLARKE: They have AAAE.

7           MR. OLSON: Yeah, they both have that.

8           MS. LIOTTA: And I think at least one of them  
9 has a certification, if not both, but I don't  
10 remember.

11          CHAIRMAN CLARKE: Both.

12          MS. LIOTTA: They both do.

13          MR. TOPP: Yeah, because that's one of the --  
14 part of the master's degree for that is that  
15 write-up --

16          MR. OLSON: Yeah.

17          MR. TOPP: -- because they throw a question at  
18 them.

19          MS. LIOTTA: Right.

20          MR. OLSON: I think asking them something that  
21 relates to our strategic business plan, sort of one  
22 of our priorities, would be really good or --

23          MS. CASH-CHAPMAN: So we'll let them choose  
24 what problem they want to present?

25          MS. LIOTTA: Yeah, I think the quality of what

1           they're -- what they're picking, you know, is --  
2           is -- I think that's going to be really interesting  
3           to see what they -- what they decide to pick to  
4           work -- to work on.

5           MS. CASH-CHAPMAN: Jennifer, do you maybe want  
6           to write up exactly what we want Mr. Topp to say  
7           when he says that so that we can present --

8           MR. TOPP: Please.

9           MS. CASH-CHAPMAN: -- or a follow-up that  
10          Chloe can e-mail, like, Here's a follow-up. And  
11          just so here's in writing, what's your --

12          MS. LIOTTA: So I'm happy to do that. And  
13          just so there's no question, it's going to be --  
14          Number 4, this -- in the minutes --

15          MS. CASH-CHAPMAN: Uh-huh.

16          MS. LIOTTA: -- there's a description. I can  
17          sort of turn that into a little bit more of a  
18          script, but it will -- it will have these elements.

19          MR. TOPP: Perfect. And then send me the --  
20          their e-mail and their -- and their phone number,  
21          and I'll get in touch with them in the next  
22          two days.

23          MS. LUDLOW: What is it?

24          MR. OLSON: The minutes from the second  
25          workshop.

1 MS. LUDLOW: Oh, minutes. Okay. Got it.

2 MS. CASH-CHAPMAN: And then I'll also make  
3 sure you have a copy of the electronic resumé that  
4 I have. One is one that was delivered to you guys  
5 and one is an electronic one.

6 MR. TOPP: Okay.

7 MS. CASH-CHAPMAN: So that way the staff can  
8 see it before they get here if they want to  
9 formulate questions.

10 MR. TOPP: Right. And so Chloe also needs to  
11 set up the notice, right --

12 MS. CASH-CHAPMAN: Uh-huh.

13 MR. TOPP: -- public notice?

14 MS. LIOTTA: For both.

15 MR. TOPP: Because it's two weeks away. So we  
16 want -- what time -- Mr. Clarke said the -- we want  
17 to do it in the daytime. Maybe what we'll do is do  
18 the meeting at 1:00 and meet with them at 9:00 to  
19 give them their tour, or 9:30?

20 CHAIRMAN CLARKE: Yes.

21 MS. CASH-CHAPMAN: I would suggest starting  
22 with the tour so they get a feel for the airport  
23 and then going straight to the staff and meeting  
24 with the staff. Like, I think that just looking at  
25 the airport itself, it might spark some questions,

1           some things that they want to discuss with the  
2           staff, and then they can move on to coming in to  
3           us.

4           I don't know how you guys feel about that  
5           timeline, but I feel like that might --

6           CHAIRMAN CLARKE: Why don't we make it 2:00.

7           MR. TOPP: So 2:00 each day?

8           CHAIRMAN CLARKE: Between 9:00 and 2:00,  
9           they'll have five hours.

10          MR. TOPP: Yeah, the 30th and the 30 -- and  
11          the 1st --

12          CHAIRMAN CLARKE: That's correct.

13          MR. TOPP: -- 2:00 public meeting for -- to  
14          introduce the candidates? Is that what you want to  
15          call it, the heading of --

16          MS. CASH-CHAPMAN: Just -- I think just  
17          "Interviews" are fine, "Candidate Interviews" --  
18          "Executive Director Candidate Interviews."

19          MR. TOPP: "Candidate Interviews, Executive  
20          Director." I got it.

21          MR. OLSON: The county just went through this  
22          process -- very public process on interviewing the  
23          candidates in public and all of that. I didn't  
24          follow it real closely, but --

25          MR. TOPP: I'm sorry. We can't hear you down

1 here. She's straining. Sorry.

2 MR. OLSON: Oh. Sorry.

3 MR. TOPP: You were --

4 MR. OLSON: I was just referring to the county  
5 process. They just went through it. I guess they  
6 might be asking us questions that we need to have  
7 consistent answers for. I'm not sure what that  
8 might all be if they do, but we need to think about  
9 how we handle that.

10 MS. LIOTTA: Well, I think a lot of -- if they  
11 have questions, we may not be the right people to  
12 answer because we're not as close to the  
13 operations, so that might be more of a discussion  
14 to have with staff.

15 MR. OLSON: Well, I'm thinking about  
16 employment terms and things like that. I guess we  
17 put a lot of it in the ad, but some things need to  
18 be negotiated, I guess, or worked through.

19 MS. LIOTTA: Yeah, I think last time we did  
20 that when we settled on someone we agreed we wanted  
21 to make an offer to, we then had that discussion.  
22 And then -- so yes, we will have to make that  
23 decision, but I don't think we would have to have  
24 that answer ready for the interviews --

25 MR. OLSON: Yes. Yes.

1 MS. LIOTTA: -- because we're not even sure  
2 we're going to make an offer to either of them, if  
3 there's a scenario in which we decide that we have  
4 to go back to the drawing board.

5 MR. OLSON: Yeah. Is there a provision for a  
6 follow-up discussion of both candidates, or would  
7 that occur in one of the two public meetings?

8 MS. LIOTTA: If -- if we're thinking ahead and  
9 we go ahead and get that workshop noticed, that  
10 would be good, because right now we don't have that  
11 scheduled.

12 MR. OLSON: Because, I mean, it would be good  
13 to have --

14 MS. LIOTTA: I agree.

15 CHAIRMAN CLARKE: Why don't we schedule that  
16 for the -- the following week, the following  
17 Thursday or --

18 MR. OLSON: Which one?

19 CHAIRMAN CLARKE: -- the following Friday.

20 MR. TOPP: The 7th?

21 CHAIRMAN CLARKE: 7th or 8th.

22 MR. OLSON: Is that the --

23 CHAIRMAN CLARKE: Just a workshop meeting  
24 where we can do it via phone, via a Team meeting or  
25 a --

1 MR. OLSON: A workshop on what? What's the  
2 topic of a workshop?

3 CHAIRMAN CLARKE: Do a follow-up.

4 MS. LIOTTA: Oh, after the interviews, how  
5 we -- if we want to make an offer to somebody  
6 and -- the next -- the next step.

7 MR. OLSON: Okay. Okay.

8 CHAIRMAN CLARKE: We can do it through the --  
9 a Team meeting or Zoom? Is that it? One of  
10 those --

11 MR. TOPP: Can they do that, Mr. Chairman?  
12 Mr. Blocker? Can it be --

13 MS. LIOTTA: Seemed like --

14 CHAIRMAN CLARKE: Mr. Blocker?

15 MR. BLOCKER: So, Mr. Chair, you can't vote  
16 during workshops. So it would have to be in a  
17 formal board meeting. If you all select a  
18 candidate, you need to do it in a formal board  
19 meeting.

20 MS. LIOTTA: Oh, okay.

21 CHAIRMAN CLARKE: Okay.

22 MR. BLOCKER: So you can have a workshop, you  
23 can interview, you can go through the process, but  
24 the actual voting has to be done in a board  
25 meeting.

1           CHAIRMAN CLARKE: In a board meeting. Okay.

2           Why don't we just do that then in the  
3           December 11th meeting?

4           MR. OLSON: Well, why can't we have a special  
5           meeting that we can vote at?

6           MS. LIOTTA: We could.

7           MR. OLSON: So simply recast the workshop  
8           to --

9           MR. BLOCKER: Well, we can, but what would be  
10          the basis of a special? Generally, a special would  
11          be some type of urgent issue.

12          MR. OLSON: Yeah.

13          MS. LIOTTA: So December 11th?

14          MR. OLSON: That sounds urgent.

15          CHAIRMAN CLARKE: Yes. It's only going to be  
16          the following week.

17          MR. BLOCKER: If the board agrees, then we can  
18          do that. That -- that's fine. We just need to be  
19          able to put the fine point on that.

20          CHAIRMAN CLARKE: It's only -- there's only a  
21          week gap.

22          MS. CASH-CHAPMAN: I mean, at that point,  
23          we've waited this long, I'm comfortable waiting one  
24          more week. I think the candidates are also  
25          aware -- when we spoke, they kept asking, you know,



1           what is the timeline, and I kind of chuckled and I  
2           said, you know, "Realistically, as quick as we can,  
3           but if you've never worked with a government  
4           entity, that does not mean, you know, next week.  
5           So as quick as I can -- as quick as we can."

6           MR. OLSON: But if we lump it into the  
7           December 11th meeting, we're going to have a fairly  
8           full agenda because we won't have had a regular  
9           meeting for a month.

10          CHAIRMAN CLARKE: We'll have the financials.  
11          Any other -- do you anticipate any other large  
12          issues?

13          MR. TOPP: Not really. Just that.

14          CHAIRMAN CLARKE: Other than the financials --  
15          the year-end financials -- preliminary, I should  
16          say.

17          All right. Well, that's --

18          MR. TOPP: So right now we're set for -- just  
19          to be clear, we've got the -- the two interview  
20          days that Chloe will put out. Give me the  
21          information, and I'll contact them over the next  
22          two days. And -- and then you all -- do you -- do  
23          we -- yes or no, going to do a meeting where you  
24          all are going to talk about after the -- subsequent  
25          to the interview?

1 MS. LIOTTA: Oh, do we want to have a workshop  
2 where we just discuss it before we have the  
3 meeting?

4 MR. TOPP: Yeah.

5 MS. LIOTTA: That might be --

6 MS. CASH-CHAPMAN: Is there a way we can  
7 continue that after the last interview?

8 MR. TOPP: Yeah.

9 MS. CASH-CHAPMAN: Is there a way that we can  
10 stay after that last interview, have that  
11 discussion, and then we can all think on it and  
12 really, like, digest everything and vote at our  
13 following meeting? Is that an option?

14 MR. BLOCKER: Yes, ma'am, that is. So you can  
15 have a workshop where you can discuss your feelings  
16 on a candidate, but you just can't take a formal  
17 vote. So you absolutely can do that. That may be  
18 the answer, is, instead of having a special  
19 meeting, have -- have your discussion in workshop.  
20 It's common practice to do that. Then the formal  
21 vote would be at your -- at the board meeting on  
22 the 11th.

23 MR. TOPP: And then it could just be an agenda  
24 item.

25 CHAIRMAN CLARKE: How about an hour -- an hour

1 before the December 11th meeting or --

2 MR. TOPP: No. We could --

3 MS. CASH-CHAPMAN: We could do it right after  
4 their interviews. They leave the room --

5 CHAIRMAN CLARKE: Right after their -- okay.

6 MS. CASH-CHAPMAN: -- and then we can -- I  
7 think it might be best if we plan to do that after  
8 each interview --

9 CHAIRMAN CLARKE: Okay.

10 MS. CASH-CHAPMAN: -- so that we can have a  
11 discussion, we can take our notes, and -- and we're  
12 solidified in, you know, that one candidate, and  
13 then we do it again for the next. And then just  
14 knowing after that second interview we'll be  
15 discussing that interview and then kind of  
16 comparing the two and narrowing it down so that by  
17 the time we get to our December 11th meeting, we'll  
18 all kind of know where we are.

19 MS. LIOTTA: Yeah. And at that point, we may  
20 have -- between that second work -- that workshop  
21 and the December 11th meeting, we may -- that's if  
22 we're going to do any cleanup on, what salary to  
23 offer, any -- any research we need to do, any --  
24 like any other data we need to go get to make that  
25 decision, then it will be there for December 11th.

1 So I think that's a good process.

2 MR. OLSON: Okay.

3 MR. TOPP: So to -- just to clarify, the 30th,  
4 you're going to meet with them at, let's say, 2:00,  
5 right? And then you want to -- want us to put a  
6 notice out for a workshop at 4:00?

7 MS. CASH-CHAPMAN: Does it have to be noticed  
8 separately, or do we say -- do we do like one  
9 notice that just says "Candidate interview followed  
10 by board workshop"?

11 CHAIRMAN CLARKE: I thought we were doing  
12 separate days. Are -- are we not doing separate  
13 days?

14 MS. CASH-CHAPMAN: We are.

15 MS. LIOTTA: For each of the interviews, yes,  
16 but if we do like a quick workshop after each  
17 interview --

18 CHAIRMAN CLARKE: Okay.

19 MS. LIOTTA: -- to kind of digest what just  
20 happened.

21 MR. TOPP: So we have to public notice that  
22 workshop, though, right?

23 MS. LIOTTA: Yeah.

24 MR. BLOCKER: It can, but it -- it can be more  
25 and complete. So, if I understand correctly the

1 order, it would be -- there are two candidates.  
2 There would be a workshop, which would include  
3 interview, then a follow-on discussion by the  
4 board?

5 MS. CASH-CHAPMAN: Yes.

6 MR. BLOCKER: Then there would be a second  
7 workshop, which will include an interview, then a  
8 follow-on discussion by the board. That might be  
9 the easiest way to do it, to have that. I imagine  
10 in the second interview/workshop, there would  
11 probably be more discussion because you would have  
12 met with both of them at that point, interviewed.

13 MS. LIOTTA: Right.

14 MR. BLOCKER: So they may be -- we might want  
15 to build it a little bit longer time, maybe an  
16 additional time frame for discussion.

17 MR. TOPP: So the first one on the 30th would  
18 be -- because I just want to make clear what we  
19 want Chloe to post, right? The 30th is interview  
20 of one candidate at 2:00 with the board?

21 CHAIRMAN CLARKE: Uh-huh.

22 MR. TOPP: Followed by a workshop with --

23 CHAIRMAN CLARKE: Workshop -- well, that will  
24 all be in the same -- contained in the same  
25 workshop.

1 MS. LIOTTA: Well, it's one workshop followed  
2 by discussion.

3 CHAIRMAN CLARKE: I would -- let me suggest  
4 that before we -- we notice the meeting, check with  
5 the candidates to see if the 30th and the 1st are  
6 acceptable -- if they're available. If not --

7 MR. TOPP: That kind of makes sense.

8 CHAIRMAN CLARKE: -- we may have to flop over  
9 to the 4th or the 5th of the following week, you  
10 know.

11 MR. TOPP: Right. Right.

12 MS. CASH-CHAPMAN: Can I make a quick  
13 suggestion while we are on this topic? I'm just  
14 thinking about a timeline specifically for this.  
15 If we have a candidate come at, let's say, 10:00,  
16 so we're not forcing them to be here super early.  
17 They'll do a tour for about an hour. They meet the  
18 staff for about an hour because there's enough  
19 people that we can really let people get to know  
20 them. At noon, they will break for lunch. And I'm  
21 going to cheerfully assume that Jaime would love to  
22 take that person to lunch for us and be a gracious  
23 host for us.

24 MR. TOPP: Sure. Absolutely. Risky.

25 MS. CASH-CHAPMAN: So to give, from 12:00 to

1 1:00, a lunch hour for that candidate, to come back  
2 at 1:00 to meet with us. And that will start the  
3 5-minute introduction, the 15- to 20-minute  
4 presentation, our questions and answers. So we  
5 could wrap up probably about 2:30 at the latest, I  
6 would think, and then have our conversation after  
7 that.

8 CHAIRMAN CLARKE: Not enough time.

9 MS. LIOTTA: I'd maybe give a little bit more  
10 time.

11 CHAIRMAN CLARKE: Yeah.

12 MS. LIOTTA: Because after lunch, maybe give  
13 that person a little bit of time. Maybe they need  
14 to come in and check on their text, if they're  
15 going to do a presentation, get that set up,  
16 maybe --

17 MS. CASH-CHAPMAN: So do you want to give them  
18 like an hour and a half for lunch?

19 MS. LIOTTA: Yeah, give them a chance to  
20 decompress a little bit, if they need to go make  
21 some calls, whatever.

22 MS. CASH-CHAPMAN: So our board meeting will  
23 start about 1:30?

24 MR. TOPP: Yeah.

25 MS. CASH-CHAPMAN: Does that sound good to

1 everybody?

2 MR. TOPP: And that's all we have to post, is  
3 the 1:30, right?

4 MS. LIOTTA: The 1:30 workshop.

5 MS. CASH-CHAPMAN: I just wanted to make sure  
6 we had time before we post it and then we're just  
7 filling in. Maybe --

8 MR. TOPP: All right. So 1:30 to -- we don't  
9 have to put an end time, do we?

10 MS. LIOTTA: No.

11 MS. CASH-CHAPMAN: We don't put an end time  
12 for these. God only knows how long we'll be here.

13 MR. TOPP: Yeah. Hey, I'm just a passenger on  
14 this train.

15 MR. OLSON: What's the second date for a  
16 separate --

17 MR. TOPP: 1st.

18 MS. CASH-CHAPMAN: We talked about Thursday,  
19 November 30th, and Friday, December 1st.

20 CHAIRMAN CLARKE: But if they -- if they --  
21 what I suggested is if the candidates are not able  
22 to make either of those days, either one or the  
23 other, then before we notice the meeting, we'll  
24 check to see if they're available on the following  
25 Monday or Tuesday.



1 MR. OLSON: Okay.

2 CHAIRMAN CLARKE: Just, you know, before we  
3 notice it. We have plenty of time to notice it.

4 MR. TOPP: Perfect.

5 MS. LIOTTA: Yeah. And I'm fine with pushing  
6 one of them -- if we have to push a little bit into  
7 the next week because of candidate availability,  
8 that's fine with me.

9 MS. CASH-CHAPMAN: Uh-huh.

10 CHAIRMAN CLARKE: Okay.

11 MR. OLSON: Sounds good.

12 CHAIRMAN CLARKE: All right.

13 MS. FISCHBACH: So the plan is to conduct the  
14 public interview at 1:30, directly followed by a  
15 post-interview workshop?

16 MS. CASH-CHAPMAN: Yes.

17 MS. FISCHBACH: Okay.

18 CHAIRMAN CLARKE: Okay.

19 MS. LUDLOW: So we have meetings the 30th, the  
20 1st, and the 11th?

21 CHAIRMAN CLARKE: Correct.

22 MR. TOPP: Correct. As of right now.

23 MS. CASH-CHAPMAN: As of now, yes. As long as  
24 the candidates are okay with those.

25 MS. LIOTTA: Yeah.

1 CHAIRMAN CLARKE: Correct.

2 MR. TOPP: But to Mr. Clarke's point, it may  
3 be a different day.

4 MS. CASH-CHAPMAN: For right now.

5 MR. TOPP: And then -- yeah, then you'll give  
6 me -- you'll send me that little clipping?

7 MS. LIOTTA: Oh, yeah, I've got to write  
8 this -- like put a big giant note to myself to do a  
9 script.

10 MR. TOPP: Right. Get that to me, and I'll  
11 just tell them that I'll e-mail it to them over the  
12 next day and half or two. I'm bringing this  
13 computer with me. So we'll be good to go.

14 MS. LIOTTA: All right. So just as a minor  
15 point of order, I think there was a motion and a  
16 second but we didn't do a vote to action all of  
17 this. Do we need --

18 MS. CASH-CHAPMAN: Do we need public comment  
19 first?

20 MS. LIOTTA: Do we need public comment and  
21 then a vote?

22 MR. BLOCKER: Yes, ma'am.

23 MS. LIOTTA: Okay.

24 CHAIRMAN CLARKE: Public comment?

25 MS. CASH-CHAPMAN: Does anyone remember the

1 motion? Okay.

2 CHAIRMAN CLARKE: All right. Hearing none,  
3 we'll consider the motion.

4 Is there a second? Or we have a second, don't  
5 we?

6 MR. OLSON: We have a second. I seconded.

7 CHAIRMAN CLARKE: All in favor?

8 MS. CASH-CHAPMAN: Aye.

9 MR. OLSON: Aye.

10 MS. LIOTTA: Aye.

11 CHAIRMAN CLARKE: Aye.

12 All right. We have four "ayes" and one  
13 abstention.

14 NEW BUSINESS ITEMS

15 PHONE SYSTEM REFRESH, COMPLIANCE & SECURITY STANDARDS,

16 AND INFRASTRUCTURE REFRESH

17 CHAIRMAN CLARKE: All right. New business.

18 Mr. Harley.

19 MR. TOPP: New business. Mr. Matt Harley, do  
20 you have a --

21 MR. HARLEY: I do not. I figured it's up  
22 there. I'm not going to take more of the board's  
23 time. They have the overview as far as what we  
24 submitted. And I worked with Mr. Topp on the  
25 IT infrastructure updates and gave you -- and left

1           some bullet points here for the board to review. I  
2           just wanted to be sure -- I'm sorry, Mr. Blocker.  
3           You need to -- I need to pause?

4           MR. BLOCKER: My apologies. Mr. Chair, if I  
5           can just be recognized for one minute?

6           CHAIRMAN CLARKE: Yes.

7           MR. BLOCKER: I'm so sorry.

8           MR. HARLEY: No worries.

9           MR. BLOCKER: I believe -- did we have  
10          someone -- Ms. Ludlow, unfortunately, you cannot  
11          abstain on a vote.

12          MS. LUDLOW: Okay.

13          MR. BLOCKER: If we can just --

14          MS. LUDLOW: Then I -- I vote aye.

15          MR. BLOCKER: Yes, ma'am. Thank you.

16          CHAIRMAN CLARKE: Okay.

17          MR. BLOCKER: I apologize for the  
18          interruption. I just wanted to make sure we were  
19          clear.

20          CHAIRMAN CLARKE: No. Thank you for the  
21          clarification. I was not aware of that.

22          MR. TOPP: Thank you, Mr. Blocker.

23          MR. HARLEY: No problem at all.

24          So I just wanted to touch base on a couple of  
25          things on IT infrastructure, obviously the phone

1 system. There's IT security and compliance  
2 standards that I'm helping -- I'm working with  
3 Mr. Topp to have it in the budget and update the  
4 airport network to be up to date of where it should  
5 be based upon prior administration.

6 So I'm here to answer any questions you guys  
7 may have of me: Budget concerns, security  
8 concerns, IT concerns. So I just wanted to be here  
9 to provide you more information.

10 MR. TOPP: Yeah, on the budget, we have  
11 approved in the -- in the budget we all approved,  
12 there's \$100,000 in there, and that's kind of what  
13 this boils down to, but I'll send out a memo to  
14 everybody what -- what that comes up to. He and  
15 I -- we -- we pared it down a little bit.

16 MR. HARLEY: We have. Yes, sir, we have.  
17 Uh-huh.

18 MR. TOPP: Okay. Which I have some other  
19 things that we need -- we're going to have to do  
20 also.

21 CHAIRMAN CLARKE: Mr. Harley, would you  
22 briefly explain -- I've heard some of it from  
23 Mr. Topp, but for the other --

24 MR. HARLEY: Yes, sir.

25 CHAIRMAN CLARKE: -- for the benefit of the

1 other board members, pretty much what you found,  
2 how we got where we are --

3 MR. HARLEY: Yes.

4 CHAIRMAN CLARKE: -- and how we can alleviate,  
5 you know, the -- you know, the various conditions  
6 with our technology?

7 MR. HARLEY: Absolutely. And I should  
8 probably provide some background because I'm in an  
9 unique position to where I was with the prior IT  
10 company of the airport. Obviously, Gwanda, my  
11 former employer, was acquired by i-Venture, which  
12 is who I work for now, and now we've taken over the  
13 support for the airport. So I've been working with  
14 the airport for seven-plus years on the network, so  
15 I have a really good understanding where we're at  
16 today.

17 But, honestly, there was a different business  
18 goal and objective and things were to run out their  
19 intended life or longer on the current network, and  
20 now they're providing security concerns and points  
21 of failure for the network now. So my job with  
22 Mr. Topp -- we've been reviewing this -- is: How  
23 do we simplify the network to be reliable and  
24 efficient for the airport and replace it with new,  
25 modern equipment?

1           So there are many switches, there's servers,  
2           there's many virtual networks that are, you know,  
3           in the network that can be dissolved or shut down  
4           and we can replace that with new and obviously  
5           spend less dollars. So that's part of our goal.

6           MR. TOPP: Yeah. And to expand on that just a  
7           little bit, there's a perfect example. We've beat  
8           the lightning thing to death already. We're not  
9           going to talk some more about that, but today -- I  
10          got a call on Sunday morning, and this is going  
11          through today, our Internet provider that comes  
12          into the network -- what's that --

13          MR. HARLEY: For our high-speed Internet, yes,  
14          sir. It's Last Mile Wireless from the PD.

15          MR. TOPP: Yeah, Last Mile Wireless --

16          MR. HARLEY: Uh-huh.

17          MR. TOPP: -- they have a juniper switch? Is  
18          that what it's called?

19          MR. HARLEY: They do. Yes.

20          MR. TOPP: And I'll never forget that name  
21          now. The juniper switch went down. It didn't just  
22          go down; it just flat died. Okay? It supplied the  
23          tower. It supplied our friends at Nimbus. It  
24          supplied --

25          MR. HARLEY: The tenant network, basically,

1           yes, sir.

2           MR. TOPP:  Yeah, the tenant network.  Okay?  
3           And the only reason I found out later today that  
4           we're still functioning at the office of the  
5           administration building is for the bill that we  
6           pay -- and I always wondered what this was; I  
7           investigated it -- was from Comcast.  So we have a  
8           fiber line, I guess it is, from Comcast coming into  
9           our building, and it somehow knew it died, so it  
10          flipped over --

11          MR. HARLEY:  Yeah.  Yeah.

12          MR. TOPP:  -- and ran our network.  Because I  
13          was wondering, "Why is everything so slow today?"  
14          you know?  And -- because our network is usually  
15          pretty darn fast.

16          And so one of the other things that Chloe did  
17          today, she talked to Roxanne, and we're going to  
18          set up a meeting with a rep from Comcast because it  
19          wouldn't hurt -- since we have fiber everywhere,  
20          right, that the Last Mile, like he's talking about,  
21          if we could get a backup for Comcast to all these  
22          switches, including the new ones we're going to be  
23          putting in, right --

24          MR. HARLEY:  Yes, sir.

25          MR. TOPP:  -- instead of the 37 that we have



1 now --

2 MR. HARLEY: Uh-huh.

3 MR. TOPP: -- then it would automatically roll  
4 over for our tenants.

5 The other thing we're going to talk about is  
6 some of our tenants -- Andrew just left, but, you  
7 know, they really need to have their own network,  
8 because when they get on, they get on and they  
9 start sending these big CAD drawings, everybody in  
10 the building just, you know, dies off, right? So  
11 we're going to talk to him about that.

12 So that -- that's it. But there's also  
13 something really important that kind of -- we need  
14 to do a gap analysis. And maybe you can just talk  
15 about that, the security risks that we have here  
16 and --

17 MR. HARLEY: Yes.

18 MR. TOPP: -- if we could, it falls into the  
19 FAA and -- and you name it.

20 MR. HARLEY: So let me hit on another point.  
21 The infrastructure updates and the refresh that I'm  
22 talking about, also there's a plan to replace  
23 Florida High Speed with a fiber provider, either  
24 Comcast or Unity, to straighten the backbone so  
25 it's a stronger bandwidth for the airport to

1 utilize.

2 Now, Last Mile Wireless was great for a period  
3 of time, but it's gone down many times this year,  
4 and it's still down as of this week. So it's been  
5 down for, you know, 18 hours plus --

6 MR. TOPP: They told us --

7 MR. HARLEY: -- and I don't have a repair  
8 time.

9 MR. TOPP: Four hours ago, they said, "We're  
10 going to steal the backup power source from the  
11 sheriff's department."

12 MR. HARLEY: I'm waiting for them to tell me  
13 that it's back online right now.

14 MR. TOPP: Yeah, yeah.

15 MR. HARLEY: So I do have that in the  
16 replacement plan.

17 So jumping to that, just one of the things  
18 that I would like to conduct is that there are a  
19 number of compliance standards out on the -- you  
20 know, IT standards today, right, and compliance  
21 regulations. So with homeland security being here  
22 and customs, we should start with a gap analysis  
23 and having a third party come in -- we've partnered  
24 with Alluvionic because we can't do the eval and  
25 then remediate our eval. It's a conflict of

1 interest for us.

2 So Alluvionic is a company that we use.  
3 They're out of Melbourne, Florida. They come in  
4 and say, "Here's where our concerns are," and then  
5 hand the plan over to you, obviously the  
6 administration, and then to us to say, "Here's --  
7 here's what we recommend to do to remediate your  
8 plan and how we fix that."

9 So it really is a kind of set zero point and  
10 lets us move forward from there. So it's a really  
11 good option for us to do that.

12 MR. TOPP: Right. And then -- and then the  
13 phone system refresh is because we have absolutely  
14 zero support for the Cisco phone system we have  
15 right now because they don't support it.

16 MR. HARLEY: They do not support it. It is --  
17 it is 18 years old plus. It is a Cisco on-prem  
18 device that's no longer supported. There's one  
19 company in Louisiana that does this, and they're a  
20 Cisco partner, and they're dramatically expensive,  
21 up to the tune of \$500 an hour to repair the phone  
22 system.

23 MR. TOPP: Right.

24 MR. HARLEY: There's no point in doing that.  
25 It's time to replace it.

1           MR. TOPP:  And then the -- and then the  
2           hardware, the infrastructure refresh after all this  
3           analysis is done, it's -- it's interesting.  You  
4           know, we really have switches and switches and  
5           switches, and there's no need for that.  You know,  
6           my background is also in this business when I ran  
7           the phone company TracFone, and other than IT  
8           always coming to you and saying they need a bigger  
9           server, okay, happens about every three weeks,  
10          right, but we had one giant switch and then we had  
11          a backup --

12          MR. HARLEY:  Uh-huh.

13          MR. TOPP:  -- for that switch --

14          MS. LUDLOW:  Yes.

15          MR. TOPP:  -- you know, because you have three  
16          or four million customers.  They can't have that  
17          their phone doesn't work, right?

18                 So we'll do this.  We'll -- we'll present the  
19          final.  I have the presentation on what it is, but  
20          I really -- we're not clear about the security  
21          analysis we need --

22          MR. HARLEY:  I don't know the result of that.  
23          I know what the cost will be from Alluvionic.

24          MR. TOPP:  Right.  So --

25          MR. HARLEY:  They'll submit their own plan and

1           they'll -- they'll partner with you directly --

2           MR. TOPP: Uh-huh.

3           MR. HARLEY: -- as the third party and they'll  
4 supply us the results.

5           MR. TOPP: Right.

6           MR. HARLEY: And, obviously, that's something  
7 you can guys can negotiate of what that looks like  
8 for you.

9           MR. TOPP: So what we're going to do is I'll  
10 put that out -- if it's okay with the board, I'll  
11 put that out in a memo prior to the 11th meeting so  
12 you'll have time to analyze it and then we can just  
13 zip -- you know, just bring up any questions that  
14 you might have, but -- and the good news is that  
15 you really need partners. It's -- there's a lot of  
16 partners in the IT world, you know, and they work  
17 with everybody. So...

18          MR. HARLEY: One thing I do want to hit on, as  
19 well, in the last bullet point there,  
20 Infrastructure Refresh, once devices reach end of  
21 life or end of support by the manufacturer, there  
22 is no more warranty and there is no more security  
23 updates. So you have a device sitting on your  
24 network now that could be excluded because it's  
25 aged out of its useful life. So for us, replacing

1 that in a timely manner is critically important.

2 It's like a firewall. If you stop paying for  
3 that annual subscription, your firewall's doing you  
4 no good. It's just stopping here. So that's a  
5 border device. So maintaining your annual  
6 subscriptions and infrastructure refreshes are  
7 critically important. So I just wanted to tie that  
8 in today. I'm happy to answer any questions.  
9 So...

10 CHAIRMAN CLARKE: Well, Mr. Harley, just one  
11 question.

12 MR. HARLEY: Yes, sir.

13 CHAIRMAN CLARKE: Is the phone system and the  
14 infrastructure refresh, are they dependent on the  
15 gap analysis or --

16 MR. HARLEY: No, sir, not at the moment.

17 CHAIRMAN CLARKE: So they're independent  
18 activities? We don't have to wait till the gap --

19 MR. HARLEY: And if we do an infrastructure  
20 refresh, we'll answer questions on the gap analysis  
21 ahead of time to say, "Hey, these five devices have  
22 been refreshed," and they will not show up on the  
23 analysis; they would show up now.

24 CHAIRMAN CLARKE: Okay. Okay. All right.  
25 Good. Thank you. Thanks for that clarification.

1 MR. HARLEY: Of course.

2 MR. TOPP: Anybody else?

3 MR. HARLEY: Questions? Concerns?

4 MS. LIOTTA: I have a question, not about what  
5 you're doing. I think I understand. Is there any  
6 indication of a last time this any kind of analysis  
7 was undertaken by the airport administration?

8 MR. TOPP: I don't see anything, but --

9 MR. HARLEY: That's before my time, and I can  
10 tell you that that's been seven years plus they've  
11 had a true gap analysis completed.

12 MS. LIOTTA: Okay.

13 MR. TOPP: You know, like, you know --

14 MS. LIOTTA: So we should be prepared.

15 CHAIRMAN CLARKE: Yeah.

16 MR. TOPP: The equipment's old and we have  
17 servers everywhere and it's -- it's scary.

18 MR. HARLEY: I can give a memo off to Mr. Topp  
19 before you receive that that tells you "Here are  
20 the 25 things I'm concerned about," and they'll be  
21 reflected.

22 MS. LIOTTA: Well, yeah, when I heard about  
23 the on-premise servers, just full stop why, you  
24 know?

25 MR. TOPP: Right. Right.

1           MR. HARLEY: And why is there 17 virtual  
2 machines on that server? The old administration  
3 outlined what they wanted us to perform. We  
4 allowed them to do that. We followed it through.  
5 It's a different time now and there's a better  
6 model. So...

7           MR. OLSON: I guess I have a follow-up  
8 question also. Just it sounds like we're -- our IT  
9 system is serving a huge number of entities at this  
10 airport?

11          MR. HARLEY: There's a number of tenants it's  
12 supporting, yes, sir.

13          MR. OLSON: Are we getting compensated for  
14 those services? And when we incur added costs or  
15 when our costs go up, are those --

16          MR. TOPP: It's in their leases. And -- and  
17 it's one of the things that we're going through  
18 besides --

19          MR. OLSON: Okay. Okay.

20          MR. TOPP: Yeah.

21          MR. OLSON: Thank you.

22          MR. TOPP: Right. And Mr. Roberts --

23          MR. OLSON: Yeah. It seems like if things are  
24 becoming more expensive for the Authority, that  
25 pain needs to be shared.



1           MR. TOPP: Pass it on. Absolutely. The  
2 opportunity needs to be shared.

3           MR. OLSON: Because it sounds like we're a  
4 service provider more than facilities. We're an  
5 IT service provider.

6           MR. TOPP: Right.

7           MR. HARLEY: There is both when you consider  
8 that the hangars as -- the T-hangars, we're  
9 providing wireless equipment for the tenants to use  
10 in the hangars. That also uses your bandwidth. So  
11 there is some sort of cost that should be passed on  
12 appropriately.

13          MR. OLSON: Right. Did you hear that,  
14 Ms. Ludlow?

15          CHAIRMAN CLARKE: Will that -- can that be  
16 obviated going forward, or will the tenants have  
17 their own network, or will they -- do you believe  
18 they --

19          MR. HARLEY: The tenants are on a separate  
20 private network, so they can't access any sort of  
21 airport resources --

22          CHAIRMAN CLARKE: Okay.

23          MR. HARLEY: -- only Internet, and obviously  
24 that's controlled as well by the firewall for  
25 content filtering. So we only allow bandwidth for

1           what they need.

2           CHAIRMAN CLARKE: Oh, okay. All right. So  
3           we're okay with that arrangement whereby we're --  
4           we're selling them --

5           MR. HARLEY: Yes. It is virtually  
6           separated --

7           CHAIRMAN CLARKE: -- some portion of our  
8           capacity?

9           MR. HARLEY: Uh-huh.

10          CHAIRMAN CLARKE: Okay. All right.

11          MR. HARLEY: We could physically separate it  
12          if the gap analysis requires that we do so --

13          CHAIRMAN CLARKE: Right.

14          MR. HARLEY: -- but at the time, there's no  
15          need for that.

16          CHAIRMAN CLARKE: Okay. Understood. Thanks  
17          very much.

18          MR. TOPP: Okay. Anything else on this?

19          CHAIRMAN CLARKE: I don't think -- Thank you,  
20          Mr. Harley.

21          MR. HARLEY: Absolutely.

22          CHAIRMAN CLARKE: Thank you, Mr. Topp.

23          MR. TOPP: Appreciate it. Sorry we took so  
24          long.

25          MR. HARLEY: No, no.

1           EO REVIEW, POLICIES AND HOLIDAYS AND CALENDAR

2           CHAIRMAN CLARKE: Next item, I believe we have  
3 Mr. Blocker, an EO review or --

4           MR. TOPP: Yeah, the EO review and -- we have  
5 an EO review in policies and holidays and calendar.  
6 And it was just brought to my attention by  
7 Mr. Blocker, and I'll let him explain it just a  
8 little bit for me.

9           MR. BLOCKER: Absolutely. Through the chair,  
10 so this is just a standard. It's good practice for  
11 local government to go through their equal  
12 opportunity policies to make sure that we're  
13 accounting for those, make sure that we identify  
14 what holidays. My understanding is we had a recent  
15 holiday, we had some staff that were working on  
16 those days. We just want to make sure that we're  
17 making sure our policies are consistent with  
18 Florida and state law. So I'm going to get with  
19 Mr. Topp, and we'll just go through our policies.

20           I don't think there's been a policy review --

21           MR. TOPP: No.

22           MR. BLOCKER: -- on any of the policies in  
23 probably some time. So we'll go through that and  
24 report back to the board if we find any -- anything  
25 that needs board action. Most of this could just

1 be updated. We don't necessarily need board action  
2 to, you know, be in -- you know, to make sure that  
3 we're compliant with state law. But Mr. Topp and I  
4 will go through that. If there's anything  
5 specifically that we need to bring to the board,  
6 we'll do that.

7 At some point, the calendar for future  
8 meetings, you know, if there are specific  
9 holidays. You know, in government, there's some  
10 standard state holidays. There's also the -- the  
11 Authority has discretion to identify any additional  
12 holidays and they want to give those to staff,  
13 so --

14 MR. TOPP: Okay.

15 MR. BLOCKER: Are there any questions about  
16 this specifically?

17 MS. CASH-CHAPMAN: (Shakes head.)

18 MS. LIOTTA: (Shakes head.)

19 MS. LUDLOW: Nope. We're good.

20 CHAIRMAN CLARKE: No. All right. Thank you.

21 MR. TOPP: Great.

22 CHAIRMAN CLARKE: Mr. Topp, staff reports?

23 STAFF REPORT

24 MR. TOPP: I'm going to try to make this short  
25 and sweet. Gun Club property, the attorney finally

1           came back to me with a request. I forwarded it on  
2           to our counsel. We're in the process of -- we're  
3           trying -- I'm trying to get a meeting -- I want to  
4           try to get to the Gun Club when they're doing -- I  
5           said this before, when they have their next board  
6           meeting, but I want to have all my ducks in a  
7           huddle in my hand when I go talk to them and show  
8           it to them. So it's moving along, however. That's  
9           a key piece.

10           MR. OLSON: Question, are we working on a time  
11           schedule with that? I mean, do we need to have  
12           some time discipline and have the Gun Club be aware  
13           of it because of the -- this relates to a project  
14           that --

15           MR. TOPP: The road, uh-huh.

16           MR. OLSON: -- has probably a bigger schedule  
17           that we don't want to have slippage on because the  
18           Gun Club is not being -- meetings aren't being  
19           scheduled as quickly as possible or something.

20           MR. TOPP: Well, I know that they have a board  
21           meeting every -- every month.

22           Is that not correct, Glen?

23           THE VIDEOGRAPHER: I'm not sure what their  
24           schedule is, but --

25           MR. TOPP: All right. Well, I'll find out.

1 But it -- the principals involved are very attuned  
2 of getting it together. So when I come back, I'm  
3 going to push that very hard and we'll --

4 MR. OLSON: Good. I mean, is there a -- is  
5 there a schedule for getting -- completing the  
6 right-of-way acquisition, completing the deal?

7 MR. TOPP: No.

8 MR. OLSON: Should there be?

9 MR. TOPP: The schedule is -- yeah, there  
10 should be. We're just waiting to get some  
11 information finished up.

12 MR. OLSON: Because I'm thinking if you go  
13 back to them doing this, if you say, you know, our  
14 board has established a schedule or we have a  
15 schedule because it relates to grants or things  
16 like that or the next phase of what we need to do,  
17 it might be something that -- it's not just you  
18 yelling at them.

19 MR. TOPP: Light a fire under them, right.  
20 Sure.

21 MR. OLSON: Okay. That's all.

22 MR. TOPP: Yeah. And the point is, is that  
23 the attorney, when he sent his response back to us,  
24 he was pretty detailed. In other words, like in  
25 order for us to make a decision, we need this. So

1           they're at the point of making a decision once we  
2           provide this for them. So we should have that for  
3           them by next week.

4           MR. OLSON: Okay. It's in our court right  
5           now?

6           MR. TOPP: Our court, yep, it is, correct.

7           MR. OLSON: Okay.

8           MR. TOPP: FAA -- I had to postpone the  
9           overview, and we wouldn't have had time for it  
10          today anyway. I'm awaiting documents from that  
11          meeting I had in Atlanta from the FAA. They're  
12          going through EO, the same thing. They can't  
13          release it until they do the EO on it that, you  
14          know -- so, hopefully, I'll have that by the 11th,  
15          and if not, we'll do it later.

16          We've been meeting with a lot of people from  
17          the county economic development folks and also the  
18          chamber of commerce economic development and had  
19          lunch with some folks on Friday. Was it Friday,  
20          Dennis?

21          CHAIRMAN CLARKE: Yes.

22          MR. TOPP: Friday?

23          CHAIRMAN CLARKE: Uh-huh.

24          MR. TOPP: And then prior to that, we had a  
25          meeting in our office, and they brought a whole

1 crew from the county economic development. And  
2 it's moving along. And I think that there's a  
3 tremendous amount of interest. And we'll recap  
4 that in the future once I get my arms around it.  
5 But I just wanted to let you know that the meeting  
6 with Mr. Dean has precipitated a lot of interest  
7 and also some -- Volato has also brought together a  
8 lot of people. So we're going to have an  
9 opportunity there.

10 And then the last thing, TSA, they had a  
11 meeting -- they had a meeting with us about  
12 three weeks ago originally? We have a new  
13 gentleman, David. Very nice gentleman. He went  
14 through and he said that, basically, nobody had  
15 really inspected us in detail in years and years  
16 and years since we redid it. So he picked up all  
17 the rocks and he found the frogs and he found a  
18 bunch of things and we got a letter from them.

19 Chloe and James have been working very hard.  
20 Actually, by the time we got the letter,  
21 three-quarters of it was resolved. There's some  
22 locks and some different things that we have to do.  
23 It's just small details. I just wanted to let you  
24 know that we did get that letter from TSA. We  
25 asked for an extension to respond to it because



1           they said you had to respond in two weeks. We got  
2           it about 16 days after they published it, right?  
3           So we sent a letter to David, and he pushed it out  
4           till December 2nd. And we'll be ready. I just  
5           wanted to let you know that it came and we're on  
6           it.

7                     Any questions?

8                     No? Okay.

9                     CHAIRMAN CLARKE: Thank you.

10                    MR. TOPP: Mr. Blocker?

11                    MR. OLSON: Oh, Mr. Topp?

12                    MR. TOPP: Yeah. Go ahead.

13                    MR. OLSON: I had a couple of things that I  
14           had hoped to see in the report, and maybe you can  
15           speak to them.

16                    I understand that the bidding on the T-hangar  
17           project is not until like March, and it seems -- it  
18           seems frustrating that it's taking so long to get  
19           this project moved.

20                    MR. TOPP: The bidding for what, Mr. Olson?

21                    MR. OLSON: The T-hangar project.

22                    MR. TOPP: Yeah, I know the T-hangar, but  
23           bidding for what on the T-hangar?

24                    MR. OLSON: The bidding, the construction  
25           bidding.

1 CHAIRMAN CLARKE: Construction bidding, yeah.

2 MR. TOPP: Okay.

3 MR. OLSON: Because this project, a lot of it  
4 is groundwork, a lot of it, as I understand the  
5 actual vertical work, is prefabricated modules. I  
6 just think we need to be more aggressive on that  
7 schedule.

8 MR. TOPP: Yeah.

9 MR. OLSON: Bidding isn't the start of  
10 construction, as you know.

11 MR. TOPP: Right.

12 MR. OLSON: After the bids come in, we have to  
13 evaluate to see how many T-hangars we can build and  
14 how we use the match and our -- our available cash  
15 match and the grant. So is there any way that you  
16 can -- well, at the very least, could you try to  
17 see if a more aggressive schedule could be done,  
18 find out why it's taking so long and --

19 MR. TOPP: I agree with you, this is -- go  
20 ahead. I'm sorry.

21 MR. OLSON: -- maybe have the architect at the  
22 engineering firm make a presentation to us, an  
23 update so that we can understand --

24 MR. TOPP: Yes.

25 MR. OLSON: -- what's going on?

1           And then the other thing is I heard that  
2           you're meeting with the county on economic  
3           development, spending a lot of time. To me, the  
4           urgent time is spending time with Mr. Dunn and  
5           preparing for a board workshop on our financial  
6           picture, which really does need attention because,  
7           again, we're -- this authority has to start  
8           formulating a proposal for next year where we have  
9           some really big questions as to how we're going to  
10          bring capital together to do some of that work.  
11          And -- and so I know some of it probably can't be  
12          done until we have our new executive director, but,  
13          wow, I'm -- I just -- I'm concerned about us not  
14          being able to focus on that. I had brought it up  
15          at the last meeting and urged that we do it within  
16          two months of that time.

17                 MR. TOPP: Right.

18                 CHAIRMAN CLARKE: Well, I can speak to that.  
19                 We -- we did meet with Mr. Dunn. We raised that  
20                 issue with him. Our -- we're waiting for a  
21                 preliminary year-end financial report, and that  
22                 should be available as of -- in December?

23                 MR. TOPP: Yes.

24                 CHAIRMAN CLARKE: I'd like to have -- you  
25                 know, sometime after the regular meeting, we'll

1 have a workshop, and we'll drill into some of those  
2 concerns because they -- they -- I share those  
3 concerns about going forward and setting up, you  
4 know, long-term financial planning.

5 We did meet with -- Mr. Topp and I met with  
6 the representatives of the South State Bank to  
7 talk -- discuss a -- a line of credit, you know,  
8 that they -- we may, you know, recommend. We need  
9 to set up bonding facilities. I looked back in  
10 some of the minutes of the earlier -- in the  
11 Authority minutes, and it happened in 1964; they  
12 had an issue -- a bonding issue. So it's not  
13 unprecedented here, you know, that we have -- that  
14 the Authority issue long-term bonds.

15 MR. OLSON: Yeah, I think that those were  
16 for -- a lot of them were for the Fairchild --  
17 accommodating Fairchild, as I -- I think I  
18 researched.

19 CHAIRMAN CLARKE: So all that will be, you  
20 know, incorporated into, you know, a workshop  
21 meeting and an analysis going forward. So that --  
22 it's under way, we can tell you.

23 MR. OLSON: We need to look more than at  
24 incurring debt. We need to look at revenues. And  
25 I think we need to look hard at all the places that

1 revenue might be able to be enhanced and -- both in  
2 the short term and in the long term.

3 CHAIRMAN CLARKE: I agree. That's all -- that  
4 will be all part of the study or the analysis.

5 MR. OLSON: So what's the timing on this?

6 CHAIRMAN CLARKE: Well, we have to wait until  
7 our preliminary financials are ready because  
8 that's, you know, where -- the interim financials  
9 are not --

10 MR. OLSON: You mean from the last fiscal  
11 year?

12 CHAIRMAN CLARKE: Yes.

13 MR. OLSON: Okay.

14 CHAIRMAN CLARKE: September 30th, 2023.

15 MR. OLSON: And who's preparing those?

16 CHAIRMAN CLARKE: Our accountant will provide  
17 the preliminary financials and the -- once we have  
18 them, we'll be able to, you know, use them for  
19 analysis. But the final financials are prepared by  
20 the CPA firm.

21 MR. OLSON: Right, but that doesn't happen  
22 right away.

23 CHAIRMAN CLARKE: Right, but we still need the  
24 preliminary, you know, interim financials.

25 MR. TOPP: Yeah, I was surprised to find out

1           yesterday, because I signed the work order with the  
2           CPA this past week, and they're talking it will be  
3           March if we give them the financials at the end of  
4           December. Has that been -- the way it's been in  
5           the past?

6                   CHAIRMAN CLARKE: That's common. That's  
7           common.

8                   MR. OLSON: Yeah, that's -- that's what's  
9           common. Yeah.

10                  MR. TOPP: That's common? Okay.

11                  CHAIRMAN CLARKE: But we have enough  
12           information. We have financials for 60 years. So,  
13           you know, we have enough information to make -- to  
14           do the long-term planning.

15                  MR. TOPP: And to your point about revenue, I  
16           think I mentioned that in -- in the past when I  
17           come here is when I come in every morning, the  
18           first thing I think about is what can I do to make  
19           the airport safer. And the second thing I do is  
20           how can we generate more revenue for the airport  
21           and move it along, right? And I think we have some  
22           projects going on that are going to generate some  
23           good revenue for us. And there's a lot of work to  
24           do.

25                  CHAIRMAN CLARKE: And just to address

1 Mr. Olson's comment about the economic development,  
2 the -- the opportunity that we have to generate  
3 non-aeronautical revenue is -- is rather  
4 significant to Mr. Topp's point.

5 MR. TOPP: Yeah, across the railroad track?

6 CHAIRMAN CLARKE: Yeah. And, you know, it  
7 goes hand in glove with the long-term financial  
8 planning. So we'll get there. We just have to  
9 start this process from -- almost from scratch. It  
10 hasn't been done on a long-range basis, to my  
11 knowledge, in the past. So...

12 MR. TOPP: One other thing. You all have been  
13 here a lot longer than I have. Have you all ever  
14 seen anything done across the railroad tracks? Any  
15 kind of a layout, master plan or -- you know, like  
16 what infrastructure we might need and those kinds  
17 of things? Because what I'm hearing from some of  
18 the people from the -- from the economic  
19 development folks, that if we have that, that they  
20 can get somebody to say, "You know what? I'll do  
21 this for you." Same thing that we were just  
22 talking about a few minutes ago about across the  
23 way.

24 MS. LIOTTA: I think there was, but I don't  
25 think it's like a "This must go here." It's more

1           like some options. I think I remember one -- one  
2           discussion that was had at a board meeting about --  
3           something that I thought was -- frankly, it looked  
4           silly -- was putting a MRO facility on the other  
5           side of the highway in which aircraft would have to  
6           be towed across Highway 1 and the railroad track.  
7           And I did not think that too many MROs in -- out  
8           there would -- would be attracted to put such a  
9           facility there when just locally they could go to  
10          Cecil and build an MRO there.

11                 MR. TOPP: Yeah. Well -- yeah.

12                 MS. LIOTTA: So, I mean -- so I think there  
13           is -- and I'm sure there are --

14                 MR. OLSON: That was an idea -- that you're  
15           mentioning, that was an idea that came up in the  
16           master plan update. And Ms. Ludlow and I --

17                 CHAIRMAN CLARKE: It is, uh-huh.

18                 MR. OLSON: -- we're on that advisory board.  
19           There were raised -- the economic development  
20           people were actually pitching a logistics park,  
21           basically warehouses. Warehouses just seem  
22           extremely inappropriate for that area, other than a  
23           small warehouse tied to a need specifically at this  
24           airport, such as Northrop Grumman's needs or desire  
25           to have more, but a large logistics park is a huge



1 amount of impervious surfaces, a huge amount of  
2 stormwater and storm drainage issues, a huge number  
3 of big trucks coming in and out of the north end of  
4 St. Augustine into our road system right here --

5 MR. TOPP: Right.

6 MR. OLSON: -- and very few jobs and not a lot  
7 of capital return.

8 MR. TOPP: Right. I think that one of the  
9 things that are going to help us is the  
10 312 extension to the west.

11 MR. OLSON: Yes.

12 MR. TOPP: Because they can come right off the  
13 expressway and get --

14 MR. OLSON: Yes, that will open it up and --

15 MR. TOPP: And I talked to Randy at Grumman.  
16 As I mentioned before, I read Aviation Week & Space  
17 Technology. Pratt & Whitney and a couple other  
18 engine manufacturers are looking for space to  
19 rebuild engines because they're having a lot of  
20 problems with blades, things like that, and it's a  
21 lot of employees to do that work and very high tech  
22 work. And when I mentioned it to Mr. Randy from  
23 Grumman, he just like, "Yeah." He said, "We're  
24 sending engines back all the time."

25 MR. OLSON: Are those the engines that have

1 grounded a whole fleet of commercial aircraft?

2 MR. TOPP: That is exactly correct. That's  
3 exactly correct.

4 MS. LIOTTA: Yeah.

5 CHAIRMAN CLARKE: That's right.

6 MR. TOPP: So if you have a MRO for that, that  
7 would be easy to truck that across, you know.

8 MR. OLSON: They don't do that. They don't  
9 have time to wait for a new complex to deal with  
10 that.

11 MR. TOPP: No. Well, it might be battery  
12 repairs by the time that happens, right?

13 Okay. And that's all I have. Anybody else?  
14 Anything, Mr. Blocker?

15 MR. BLOCKER: Sure. Thank you, through the  
16 chair. So as far as getting ready for you all's  
17 decision is made on the next executive director,  
18 I've gone ahead and started preparing that  
19 contract. So we'll be ahead of that in that  
20 process and we'll make sure that we're ready.

21 Coming up at the end of the year, we have, you  
22 know, public disclosures that you all have to start  
23 getting ready for next year, as well as ethics  
24 training, annual ethics training. So I'll be  
25 getting with each of you all and get with the

1 staff, and I'll make sure that we sit down with  
2 each of you all. I'll provide you all with some  
3 training to make sure that everyone is up to speed  
4 on Florida's ethics laws. Obviously, if there's  
5 any questions before then, you can let me know, but  
6 we'll make sure, as we kind of get through the  
7 holidays, that we can get it on you all's schedule.  
8 You know, even if it's into January, make sure that  
9 we get that requirement done, so --

10 Are there any questions on that, either of  
11 those two topics?

12 I appreciate it. That's all I have,  
13 Mr. Chair.

14 CHAIRMAN CLARKE: Okay.

15 MR. TOPP: Mr. Roberts?

16 CHAIRMAN CLARKE: Mr. Roberts, any more  
17 comments?

18 MR. ROBERTS: The -- mine are to things  
19 that -- it's just a follow-up to the TSA thing that  
20 Ms. Fischbane's working on, is that --

21 MS. FISCHBACH: Fischbach.

22 MR. BLOCKER: Fischbach.

23 MR. ROBERTS: Fischbach, yeah.

24 -- is that we'll likely have some scheme of  
25 penetration testing that is part of our TSA

1 program. It's going to cause discomfort initially  
2 with our tenants.

3 MR. TOPP: I actually talked to one of our  
4 tenants about that today.

5 MR. ROBERTS: Yeah. And so -- but it's  
6 necessary and -- and -- so, anyway, I just --  
7 that's on the horizon in terms of managing our  
8 tenant expectations and responsibilities as well.

9 MR. TOPP: Okay. Mr. Chairman?

10 CHAIRMAN CLARKE: Thank you, Mr. Roberts.

11 MR. TOPP: Well, I'm sorry. One more thing.  
12 I did get the operations and fuel sales in here.

13 MS. LUDLOW: Very good. I'm really pleased.  
14 I was going to thank Courtney for that. You did  
15 it, right?

16 MR. TOPP: Mr. Olson was the one that brought  
17 it up and he reminded me and we had it. And we put  
18 it together in a manageable form.

19 Okay. I'm sorry. Go ahead.

20 PUBLIC COMMENTS - GENERAL

21 CHAIRMAN CLARKE: All right. Time for public  
22 comments. Any comments from the public?

23 Mr. Hernandez? No comments?

24 MR. HERNANDEZ: (Shakes head.)

25 MEMBER COMMENTS AND REPORTS

1           CHAIRMAN CLARKE: We have member comments.  
2           Ms. Cash-Chapman, any comments on the -- you  
3           already made some executive director search. How  
4           about on the aerospace academy? Any comments?

5           MS. CASH-CHAPMAN: Nope.

6           MS. LUDLOW: You've never been to a meeting.

7           MS. CASH-CHAPMAN: Thank you for bringing that  
8           up. I will work on that.

9           CHAIRMAN CLARKE: Okay. I have none. So,  
10          Ms. Liotta?

11          MS. LIOTTA: Just a small cleanup item from  
12          the beginning of the meeting. My recollection is  
13          we may not have actually approved the items of the  
14          October 6th. I remember we did the meeting minutes  
15          from October 23rd and the workshop meetings from  
16          December 2nd. I'm not sure we had a vote on  
17          October 6th workshop minutes.

18          CHAIRMAN CLARKE: Perhaps the court reporter  
19          would be able to --

20          MS. LIOTTA: Well -- or we could just -- if  
21          you or me --

22          MR. TOPP: Just do it again.

23          MR. OLSON: I've read them. I move that we  
24          do.

25          MS. LIOTTA: I'll second.

1 MR. OLSON: Okay.

2 CHAIRMAN CLARKE: All in favor?

3 Aye.

4 MS. LUDLOW: Aye.

5 MR. OLSON: Aye.

6 MS. CASH-CHAPMAN: Aye.

7 MS. LIOTTA: Aye.

8 CHAIRMAN CLARKE: Okay. I've done it again.

9 Ms. Ludlow, any TPO reports?

10 MS. LUDLOW: Yes. I was very honored to, you  
11 know, have been chosen to be -- to go to the  
12 legislative delegation. And I did not get up and  
13 speak, but that's all right. We had our  
14 information -- they already had the information.  
15 But it was really a -- it was really a wonderful  
16 opportunity. He said some of the people in the  
17 legislature won't be there next year, they're timed  
18 out now, you know. So I was really pleased and  
19 honored that we got to do that.

20 Now, we do have things on the aerospace  
21 academy. In fact, they're planning on coming on  
22 the 16th to tour the tower.

23 MR. TOPP: Right. And I attended the last  
24 meeting with Reba. It's really cool.

25 MS. LUDLOW: Uh-huh.

1 MR. TOPP: I got all excited. Pilots.

2 CHAIRMAN CLARKE: You're the alternate for  
3 that, correct?

4 MS. LUDLOW: What?

5 CHAIRMAN CLARKE: You're the alternate for the  
6 aerospace --

7 MS. LUDLOW: Yeah, I'm the alternate for that,  
8 yes, but I haven't missed a meeting since like '07  
9 or something like that, they said. So, anyway --  
10 and back to on our executive director, just for the  
11 future in case the two applicants that had been  
12 chosen fall and break legs or whatever or have  
13 another job, I would like to have -- see the  
14 original application, I'd like to know where --  
15 where they went, and I'd like to see the full  
16 resumés of them in case we have to look at them  
17 again.

18 CHAIRMAN CLARKE: Mr. Topp, are you able to  
19 provide those electronically to Ms. Ludlow?

20 MR. TOPP: I don't have them. I have to get  
21 them. If you want to give them to me, I'll --

22 CHAIRMAN CLARKE: Okay. On a thumb drive.

23 MR. OLSON: The ad would show where they were  
24 to be sent and -- so I assume that there was a  
25 website that -- or an e-mail address.

1 MR. TOPP: Well, I think you mentioned, right,  
2 it was -- it went out through -- you want to repeat  
3 that?

4 MS. CASH-CHAPMAN: Right, so some of them --

5 MR. TOPP: Yeah.

6 MS. CASH-CHAPMAN: Most people applied  
7 directly through the search -- the job boards.

8 MR. OLSON: Yeah. Okay.

9 MS. CASH-CHAPMAN: Some went directly to the  
10 office.

11 MR. TOPP: Yes.

12 MS. CASH-CHAPMAN: So we compiled them. Now  
13 they're all on a --

14 CHAIRMAN CLARKE: I mean, you mentioned you  
15 had it on a thumb drive.

16 MS. CASH-CHAPMAN: Yeah.

17 CHAIRMAN CLARKE: Can you provide Ms. Ludlow a  
18 copy of that?

19 MS. CASH-CHAPMAN: Yeah. If you so  
20 desperately need their -- their name and phone  
21 number, I'm happy to send that to you.

22 MS. LUDLOW: No, I want the whole thing.

23 MS. CASH-CHAPMAN: I heard you.

24 MS. LUDLOW: Like I want to see the ad that  
25 went out, I want to know where it went, and I want



1 to see full resumés. I think that's proper.

2 CHAIRMAN CLARKE: Okay.

3 MS. CASH-CHAPMAN: I wish you had said that  
4 months ago when we started this, though, when we  
5 all agreed otherwise, but I'd be happy to send all  
6 of that.

7 MS. LUDLOW: Good. Thank you.

8 CHAIRMAN CLARKE: Okay.

9 MS. CASH-CHAPMAN: You're so welcome.

10 MR. TOPP: Mr. Olson --

11 CHAIRMAN CLARKE: Anything more, Ms. Ludlow?

12 MS. LUDLOW: No. No, thank you.

13 CHAIRMAN CLARKE: Okay. Mr. Olson, any  
14 comments?

15 MR. OLSON: Two quick items. Since I am the  
16 board member holding the economic development  
17 portfolio, I would like to know about the economic  
18 development meetings. I'm not sure I can add much  
19 to them, but I would like to know about them and  
20 have the opportunity to sit in on them --

21 MR. TOPP: Sure.

22 MR. OLSON: -- depending on what the topic is.  
23 I spent most of my career in economic development  
24 both at the local and federal level and know all of  
25 the -- know a lot of the agencies very well --

1 MR. TOPP: Correct.

2 MR. OLSON: -- that are operating and  
3 supporting things, like airport industrial. The --  
4 I was a regional director in economic development  
5 administration U.S. Department of Commerce and we  
6 did a lot of support for industrial --  
7 airport-related industrial parks.

8 MR. TOPP: Great.

9 MR. OLSON: Anyway, if you would do that.  
10 The other thing is a more minor thing, but I  
11 think it's a continuing frustration, is this new  
12 arrangement of tables. If we were more of a  
13 U shape, you would be able to hear me better,  
14 Jaime.

15 MR. TOPP: What? I'm just kidding.

16 MR. OLSON: And we would be able to, I  
17 believe, interact with each other better to be able  
18 to actually have a glimpse of the person that's  
19 making a point. Because seeing the expressions  
20 helps understand what people are saying and how --

21 MR. TOPP: I hear you.

22 And -- and, Mr. Clarke, do you want to address  
23 that? Because I was instructed not to do that.

24 CHAIRMAN CLARKE: Well, I think our -- my  
25 reaction is, is we -- we report to the public, not

1 to each other. We can hear each other fine. I  
2 mean, if it's the -- if it's the consensus of the  
3 board that we turn the tables around, we -- we can  
4 do that, but my preference is to face the public.

5 MR. TOPP: If I can say one thing, is that by  
6 the 11th, I'll have a solution for the microphones.  
7 I haven't -- it wasn't on the top of my list and I  
8 apologize for that. I had a few other things to  
9 deal with, but remind me. I'll take care of it.

10 MS. FISCHBACH: Okay.

11 MS. LIOTTA: I mean, I think -- I appreciate  
12 Mr. Olson's comments, and I agree that -- I think  
13 for us working as a committee -- as a board to  
14 discuss things, it's helpful to have that -- that  
15 extra level of, you know, visual interaction. I  
16 also think when the board's taking action, this is  
17 very appropriate for us to be facing the public and  
18 interacting with the public and getting their  
19 feedback. So in my view, kind of a mixed approach  
20 would be great.

21 Frankly, I'd like to see us have more  
22 workshops where we could -- or at least one a month  
23 where it's just for us to discuss things and be a  
24 little bit more freeform and have some of these  
25 underlying discussions, which may end up making

1 some of these public meetings shorter.

2 So I'm not -- like the goal would be net-net  
3 not to have more meeting time, but maybe a little  
4 bit of a mix of how we approach it could be --  
5 could be useful.

6 CHAIRMAN CLARKE: Okay.

7 MR. TOPP: I have a comment on that.

8 CHAIRMAN CLARKE: I was going to say the two  
9 public meetings consume a lot of staff resources.  
10 Am I not correct, Mr. Topp?

11 MR. TOPP: Well, yeah, we're doing one, but I  
12 think that -- I will tell you that another meeting  
13 I fell asleep at, a board meeting, I got elected as  
14 the president of my homeowners association, and we  
15 do exactly that, what you're proposing. We have  
16 unofficial in the -- you know, sessions to discuss  
17 things, nothing to this size, but then the board  
18 meetings go really fast.

19 MS. CASH-CHAPMAN: Well, we talked about this  
20 when we first became a board of five --

21 MR. TOPP: Yeah.

22 MS. CASH-CHAPMAN: -- and I believe we had  
23 suggested once a month would be a workshop, once a  
24 month would be a meeting. And it was not --

25 MR. TOPP: Migrated.

1 MS. CASH-CHAPMAN: -- a general consensus.  
2 And that's why we're at two meetings now.

3 MS. LIOTTA: Well, I still like the idea of  
4 having two meetings -- regular meetings noticed,  
5 because if something happens and something slips  
6 and the decision needs to get delayed because a  
7 provider needed more time to get us a quote or  
8 whatever it is, then having to wait a full month  
9 for the next time for the board to act on  
10 something, I think, is too long. It would be  
11 nice -- so I think keeping them on the books is a  
12 good idea, but it might be nice to do like one  
13 workshop that's just discussion. And then if it  
14 looks like we can cancel one of the regular board  
15 meetings in a month because we don't need it, that  
16 would be -- that would be really nice, I think. We  
17 could work towards that.

18 MS. CASH-CHAPMAN: So instead of like  
19 canceling it, renaming it to a workshop so we --

20 MS. LIOTTA: Or we could do it as a -- or we  
21 could recast it as a workshop. You know, just  
22 keeping it flexible. I would like to -- I think we  
23 should always have two noticed regular meetings in  
24 a month. In case something has to get rescheduled,  
25 it doesn't delay it a full month.

1 MS. LUDLOW: Don't they have to be specific,  
2 workshop/board meeting?

3 MS. LIOTTA: Well, I think a workshop could be  
4 noticed for general discussion.

5 MR. BLOCKER: (Nods head.)

6 MS. LIOTTA: Yeah, it doesn't have to be  
7 specific topics. It could just be general  
8 discussion, is my understanding.

9 MR. BLOCKER: That's correct. Yes, ma'am.

10 MR. TOPP: What you could do is the second --  
11 could I say something, Mr. Chairman?

12 CHAIRMAN CLARKE: Please. Yes.

13 MR. TOPP: If you wanted the second Monday of  
14 every month have a meeting scheduled, the fourth  
15 Monday have it scheduled, and then one of the items  
16 at the first board meeting of the month is "Do we  
17 need to have that second meeting?" And we'll just  
18 have our workshop in the middle there somewhere.

19 MS. LIOTTA: Or we could agree to cancel one  
20 or both --

21 MR. TOPP: Exactly.

22 MS. LIOTTA: Like just keep the workshop,  
23 cancel the second, or just keep the second one  
24 as --

25 MR. TOPP: Right. Right. I think that's

1 good.

2 MS. LIOTTA: -- do it as a workshop format  
3 instead or whatever we need to do to stay within  
4 the rules. But I think ideally working so we can  
5 have two meetings a month, get everything done, but  
6 have one of them be a little bit more of a workshop  
7 is --

8 MR. TOPP: One of the challenges from the  
9 staff side is, is to get the meeting minutes up  
10 and -- or not minutes, the agenda up and do all the  
11 things and the attachments and all that takes time.  
12 And, quite frankly, in the last 90 days since I  
13 started, there's been a lot that we had to do on a  
14 daily basis besides getting ready for the meeting.  
15 Yeah.

16 MR. BLOCKER: And if I could, Mr. Chair, going  
17 off --

18 CHAIRMAN CLARKE: Please.

19 MR. BLOCKER: -- Ms. Liotta's comment, we  
20 could have that second meeting, again, have that as  
21 a -- have two scheduled board meetings. At that --  
22 that -- that second Monday meeting, the board can  
23 make a decision whether the fourth Monday will be a  
24 workshop or continue as a board meeting.

25 MR. TOPP: Oh, that's great.

1           MR. BLOCKER: That gives you ample time to  
2 re-notice it as a workshop. If necessary, the  
3 board can make a decision if one's needed. If  
4 there's an agenda item that needs to be continued,  
5 that allows flexibility, and that can just be part  
6 of the decision-making that second Monday: Do we  
7 need to carry on to the last meeting of the month  
8 to be either a board meeting for action or simply a  
9 workshop for discussion?

10           MS. LIOTTA: Yeah, and, you know, as I think  
11 we've gotten some experience with these -- with the  
12 executive director search, you know, we could do  
13 our own minutes for the workshop and we don't have  
14 to burden staff and have a court reporter and like  
15 all that extra admin overhead for us to just  
16 discuss general things, which I know things -- we  
17 want and need to be informed, so like we find  
18 ourselves, you know, doing things at the regular  
19 board meeting that I think would be completely  
20 appropriate at a workshop, because we're boring the  
21 public to death, I think, sometimes with, like, us  
22 trying to figure out some of this background  
23 information to make our decisions. And the  
24 workshops will be open to the public as well, but I  
25 think the -- I actually think the community would



1 appreciate board meetings that are a little more  
2 succinct.

3 CHAIRMAN CLARKE: Yes. Thank you, Ms. Liotta.

4 MR. TOPP: Yes. Otherwise, we're going to  
5 have to start serving espresso after two hours,  
6 right?

7 CHAIRMAN CLARKE: These are all good comments  
8 that I -- as -- as a practical matter, I think  
9 we'll have to defer until January. We don't want  
10 to have two meetings that, you know, conflict with  
11 the holidays, which would put it at December 25th,  
12 actually, you know, the second -- the second  
13 meeting. So --

14 MR. OLSON: Is that one of our holidays we  
15 have to observe?

16 CHAIRMAN CLARKE: Yep. Yeah.

17 MR. BLOCKER: If the board wishes.

18 CHAIRMAN CLARKE: Well -- and Yom Kippur  
19 and --

20 MR. TOPP: Do you want to start that schedule  
21 with February?

22 CHAIRMAN CLARKE: I would say January. And  
23 let me ask our counsel.

24 Are we -- do we elect -- new officers are in  
25 January; is that correct? Every year, we renew

1           that -- the cycle?

2           MR. BLOCKER: Yes, sir, that's correct.

3           CHAIRMAN CLARKE: Okay.

4           MR. BLOCKER: The board would have your  
5 reorganizational meeting in January to start.

6           CHAIRMAN CLARKE: Okay. Okay. All right. I  
7 just wanted that clarification.

8           MS. LUDLOW: We have a routine -- I mean, we  
9 have papers of -- you know, of turning it over and  
10 what they do.

11          CHAIRMAN CLARKE: Right. Okay. Yeah, I just  
12 wanted to make -- make that clear.

13          MR. TOPP: It's a reelection? Or what is  
14 that?

15          MS. LIOTTA: Not this year.

16          MR. TOPP: No. Just that you all want to keep  
17 doing it?

18          MS. LIOTTA: I think --

19          MS. LUDLOW: The committees and the chairmans  
20 and --

21          MR. TOPP: Oh, right. Right.

22          MS. LIOTTA: Yeah, yeah, for the -- on the  
23 Authority, those roles, yeah --

24          CHAIRMAN CLARKE: Okay.

25          MS. LIOTTA: -- but no new members coming in

1 this -- this coming January.

2 MR. OLSON: That we know of.

3 CHAIRMAN CLARKE: Any other member comments,  
4 reports?

5 No? Hearing none --

6 MS. LUDLOW: But I don't -- before you turn  
7 the TV off, I want to say thank you to the people  
8 that watch us on Facebook and participate.  
9 Susan Drago used to be a board member here many  
10 years ago. Lisa Goulet and Terk are -- are old  
11 tenants here. So thank you for watching.

12 CHAIRMAN CLARKE: Are they waving back?

13 MS. LUDLOW: Yeah, they're waving back.

14 CHAIRMAN CLARKE: All right. Motion to  
15 adjourn?

16 MS. LIOTTA: So moved.

17 CHAIRMAN CLARKE: Second?

18 MS. LUDLOW: I'll second.

19 CHAIRMAN CLARKE: All in favor?

20 MS. CASH-CHAPMAN: Aye.

21 MS. LUDLOW: Aye.

22 MR. OLSON: Aye.

23 CHAIRMAN CLARKE: Aye.

24 MS. LIOTTA: Aye.

25 (Meeting was adjourned at 6:06 p.m.)

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CERTIFICATE OF REPORTER

STATE OF FLORIDA     )  
                                       )  
COUNTY OF ST. JOHNS)

I, Melissa Schroeder, Registered Professional Reporter, certify that I was authorized to and did stenographically report the foregoing proceedings; and that the transcript is a true and complete record of my stenographic notes.

I further certify that I am not a relative, employee, attorney, or counsel of any of the parties, nor am I a relative or employee of any of the parties' attorney or counsel connected with the action, nor am I financially interested in the action.

DATED this 21st day of November, 2023, in St. Johns County, Florida.

*Melissa Schroeder*  
\_\_\_\_\_  
Melissa Schroeder,  
Registered Professional Reporter

**CHAIRMAN**  
**CLARKE: [176]**  
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