

ST. JOHNS AIRPORT AUTHORITY

Special Meeting via Zoom

held in The Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Monday, February 6, 2023

(PROCEEDINGS RECORDED AND TRANSCRIBED VIA DIGITAL RECORDING)

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BOARD MEMBERS PRESENT:

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

\* \* \* \* \*

ALSO PRESENT:

DOUGLAS N. BURNETT, Esquire, St. Johns Law Group,  
104 Sea Grove Main Street, St. Augustine, FL, 32080,  
Attorney for Airport Authority.

BLAKE ASTRAN, ADK Consulting & Executive Search.

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Transcribed by:  
 JANET M. BEASON, RPR, RMR, CRR  
 St. Augustine Court Reporters  
 17 Pacific Street, Suite B  
 St. Augustine, FL 32084  
 (904) 825-0570

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## 1 P R O C E E D I N G S

2 CHAIRMAN OLSON: He can wait with us for the  
3 top of the hour, which is only two minutes away.

4 MR. HARVEY: In that case I'm going to start  
5 recording and --

6 CHAIRMAN OLSON: Okay.

7 MR. HARVEY: -- you're gonna have --

8 CHAIRMAN OLSON: So we're going to have  
9 that --

10 MR. HARVEY: -- that, okay?

11 CHAIRMAN OLSON: We're going to patch Blake in  
12 now. Let us know when he's in.

13 MR. HARVEY: There we go.

14 (Pause in the proceedings.)

15 CHAIRMAN OLSON: Are you there, Blake?  
16 There -- there's Blake.

17 MR. ASTRAN: Hey, everyone.

18 CHAIRMAN OLSON: Hello.

19 MS. LUDLOW: Hey.

20 CHAIRMAN OLSON: And we're communicating --  
21 we're linking you through the great distance of  
22 Europe and Ponte Vedra, right?

23 MR. ASTRAN: Exactly.

24 CHAIRMAN OLSON: Okay. We'll start the  
25 meeting in one and a half minutes and then --

1 MR. ASTRAN: Okay.

2 CHAIRMAN OLSON: -- and then if you have  
3 anything you think would be appropriate to orient  
4 the board with before we go into the first  
5 candidate, just go ahead, otherwise we'll just go  
6 into the first candidate.

7 MR. ASTRAN: Well, maybe -- maybe real quick  
8 what my thought is and typically how we handle this  
9 is once we let the candidate in the room, I'll do a  
10 brief introduction and -- and let the candidate  
11 know we've got about 45 minutes here. The board  
12 will be asking questions for about 40 minutes, at  
13 which point I'll chime back in and say we've got  
14 five minutes left. If there's any questions for  
15 the candidate --

16 CHAIRMAN OLSON: Yeah.

17 MR. ASTRAN: -- for -- for the board to  
18 answer, and then when time's up, let the candidate  
19 know. And then otherwise, I'll hang out in the  
20 background after I hand it off to you.

21 My thought was that you guys could do brief  
22 introductions, being that neither -- most of the  
23 candidates really haven't met of any other than Bob  
24 probably. And then what the candidate -- we'll ask  
25 the candidate to do a brief introduction of

1 themselves two to three minutes, talk about their  
2 background and then you guys can --

3 CHAIRMAN OLSON: Hold on a minute --

4 MR. ASTRAN: -- ask them questions.

5 CHAIRMAN OLSON: We're having a sound issue.  
6 We're having feedback right now.

7 MR. ASTRAN: Okay. And it's a little -- if  
8 you -- I can hear you, but it's not the loudest.

9 CHAIRMAN OLSON: You -- you have -- you're  
10 having difficulty hearing us now?

11 MR. ASTRAN: No, it's not a difficulty; it's  
12 just not -- it's not terribly loud. So just want  
13 to be cognizant of that with the candidates. Maybe  
14 we'll ask the candidates if they can hear you.

15 CHAIRMAN OLSON: Okay. So just following up  
16 on what you were saying, you're going -- you're  
17 going to introduce the candidate and then is the  
18 candidate going to have an opportunity to say  
19 anything or do we jump into questions?

20 MR. ASTRAN: Yeah. Well, my thought was if  
21 each of the board members introduce themselves and  
22 then we'll have the candidate give a brief  
23 introduction about themselves and their career, and  
24 then -- and then after that, you guys can go right  
25 to questions.

1           CHAIRMAN OLSON: Okay. And, board, I think  
2 we'll go alphabetically? Is that okay with  
3 everyone? Or not? I mean, I'm happy to do it any  
4 way that anyone -- you don't want to go  
5 alphabetically?

6           MS. CASH-CHAPMAN: I don't -- I don't  
7 necessarily want to go first, but I will if --

8           MR. CLARKE: Just do it -- just go clockwise.

9           CHAIRMAN OLSON: Clockwise?

10          MR. CLARKE: Yeah, start with Reba.

11          CHAIRMAN OLSON: Okay.

12          MS. LUDLOW: What are we going to do?

13          MS. LIOTTA: Introduce ourselves.

14          MR. ASTRAN: It's been -- I would urge the  
15 board to keep it about one or two sentences being  
16 that the candidate's only go about 45 minutes here.  
17 And so, you know, just brief introductions about  
18 yourselves so that the candidate knows who they're  
19 talking to.

20          CHAIRMAN OLSON: Okay.

21          MR. ASTRAN: But if we're taking five minutes  
22 there, five minutes everyone else, then it doesn't  
23 leave too much longer. So once we get questions  
24 going, I think that's the more important part.

25          MS. LUDLOW: Okay.

1 MR. HARVEY: Ready to admit him?

2 MS. LUDLOW: Yes.

3 MR. HARVEY: Okay. Here we go.

4 CHAIRMAN OLSON: Okay. Oh, calling -- yeah it  
5 is 2 p.m -- 2 p.m. I'm calling the meeting to  
6 order. We have a full attendance here, all five  
7 board members. So the meeting is in progress.

8 MR. ASTRAN: Hey, Jerry. How are you doing?

9 MR. BRIENZA: Good. How are you doing, Blake?

10 MR. ASTRAN: Good. Can you hear me?

11 MR. BRIENZA: I can hear you well.

12 MR. ASTRAN: Were you able to hear Bob just  
13 there? He was kind of opening the minute -- the  
14 minutes there. Were you able to hear him?

15 MR. BRIENZA: Yes. I can hear everybody.

16 MR. ASTRAN: Great. Thanks, Jerry, for taking  
17 the time.

18 What I'm going to do is we have a full 45  
19 minutes here, about 40 minutes for questions and  
20 then we'll leave five minutes at the end. I'll --  
21 I'll tap back in and let you know, hey, it's time  
22 for you if you have any questions for the board.

23 Other than that, what we're going to do is I'm  
24 going to hand it off to the board. They're going  
25 to briefly introduce themselves so that you know

1           who you're talking to. And then after that, if you  
2           want to get a brief introduction about yourselves,  
3           a couple minutes about your career, how you got  
4           where you are, that sort of thing, and then they'll  
5           just go right into questions. And then we'll go  
6           from there. And then I'll let you know at the end  
7           when we're done and I'll talk to you after where we  
8           go from here, that kind of thing.

9           MR. BRIENZA: Sounds good. Thank, Blake.

10          MR. ASTRAN: All right. Mr. Chairman, I'll  
11          hand it off to the board introductions and -- for  
12          introductions and then let take Jerry over.

13          CHAIRMAN OLSON: Okay. Real good. Reba, do  
14          you want to go first?

15          MS. LUDLOW: Yeah. Hi, Jerry.

16          MR. BRIENZA: Hi.

17          MS. LUDLOW: Where are you, in Medford,  
18          Oregon?

19          MR. BRIENZA: I was, but now I'm in  
20          Roanoke Rapids, North Carolina.

21          MS. LUDLOW: Oh, oh. That's right. Now I  
22          remember. I'm sorry. So, okay. Well, I'm  
23          supposed to introduce myself first.

24          So I have two more years on the board and I've  
25          been on the airport for about 30 years. And I'm



1 currently the only active pilot on the board, so I  
2 really care about the airport and general aviation,  
3 and I'm looking forward to getting to know you and  
4 you telling us about your airport.

5 MR. BRIENZA: Thank you. And I think we've  
6 actually met before.

7 MS. LUDLOW: I think so, too.

8 MR. BRIENZA: Yeah. I think at the AAAE  
9 conference.

10 MS. LUDLOW: We did. I thought you looked  
11 familiar.

12 MR. BRIENZA: Yeah, yeah.

13 MS. LUDLOW: Good. Well, we had a nice time,  
14 didn't we?

15 MR. BRIENZA: Oh, we did, didn't we?

16 MS. LUDLOW: Thank you, Jerry, and good to see  
17 you again.

18 MR. BRIENZA: Good to see you again.

19 MS. CASH-CHAPMAN: Hi welcome. My name is  
20 Michelle Chapman. I am one of the newly elected  
21 board members on the board.

22 I ran with four major points: Safety,  
23 community engagement, fostering current  
24 relationships, and responsible growth. And so, I'm  
25 really looking forward to seeing the -- those four

1 things really come to the forefront at our airport,  
2 so I'm looking forward to getting to know you and  
3 seeing what you can do.

4 MR. BRIENZA: Fantastic.

5 CHAIRMAN OLSON: Welcome, Jerry. I'm Bob  
6 Olson.

7 My interest in the airport started with  
8 participating in the -- a master plan and the  
9 advisory committee. I've been only board for two  
10 years. I'm interested in the -- this work and  
11 where this airport is going for a number of  
12 reasons.

13 I see it every day. I live right across the  
14 Intracoastal Waterway from this airport, so I say  
15 if the control tower ever goes away, flight control  
16 can be done from my living room.

17 MR. BRIENZA: Okay.

18 MR. CLARKE: My name's Dennis Clarke. I am  
19 formerly from Pennsylvania, lived 17 years in -- in  
20 Florida now.

21 My interest in the airport was -- I'm a --  
22 kind of a rusty pilot. I still have a -- an active  
23 medical but I haven't flown for a while, but I --  
24 my partners and I moved an airport here about three  
25 years ago and I started to come to the meetings and

1 be -- and, you know, got interested in the board.

2 My background is finance and accounting, so  
3 I'm the bean counter of the group. And very nice  
4 to meet you and look forward to hearing all your  
5 ideas.

6 MR. BRIENZA: Nice to meet you.

7 MS. LIOTTA: Hi, Jerry. My name's Jennifer  
8 Liotta, newly elected board member.

9 My background is I'm a corporate attorney.  
10 Moved down here a few years -- almost three years  
11 ago now. Started a business on the field, and got  
12 more and more interested in the airport and helping  
13 it develop and grow. And, you know, looking  
14 forward to speaking with you.

15 MR. BRIENZA: All right. Nice to meet you.

16 CHAIRMAN OLSON: So we're going to -- Blake is  
17 moderating this, but we were going to ask you --

18 MR. ASTRAN: Yeah. Sorry. I went -- Jerry,  
19 go ahead and introduce yourself and talk a little  
20 bit about your background and how you got to where  
21 you are and then let the board ask you some  
22 questions.

23 MR. BRIENZA: Yeah, sure.

24 So I actually went to school right down the  
25 road from you guys at Embry-Riddle Aeronautical

1 University, and I think I'm one of -- I think I'm a  
2 10 percenter when I say I'm actually in the field  
3 that I went to college for. So I went there for  
4 airport management. I received a  
5 bachelor's degree.

6 My first airport was at White Plains in  
7 Westchester County, New York, and I worked there  
8 for a few years before taking a job in  
9 Fort Lauderdale.

10 So I've worked at Fort Lauderdale  
11 International, and then finished out my stint in  
12 Florida at Palm Beach International Airport. I did  
13 four years there. That was a great job.

14 And then I was -- I had the opportunity to  
15 become an assistant airport director out in  
16 Colorado. So I took that job to help myself move  
17 up the ladder and I was there for about eight years  
18 as the -- I went there as the assistant airport  
19 director, but within a year, I was promoted to  
20 airport director out there. So I served seven  
21 years as the airport director there.

22 And then there was a -- an opportunity in  
23 Huntington, West Virginia that I jumped on. I  
24 didn't apply for many jobs, but the few that I have  
25 applied to in my career, I seemed lucky enough to

1 get.

2 And I worked in Huntington, West Virginia for  
3 about ten years leading that airport before an  
4 opportunity came up. A friend of mine called me  
5 and said that he'd like me to consider an  
6 opportunity out in Rogue Valley International  
7 Medford Airport out in Oregon.

8 So I applied for it and got that job about  
9 five and a half years ago and just left there under  
10 great circumstances. The airport's in great shape,  
11 but my wife was given an opportunity to do -- to  
12 start up a company.

13 She works for a lumber mill actually that's  
14 based out in Oregon. She's the HR manager. And  
15 they asked her to start hiring people for a  
16 greenfield site. So they're actually building a  
17 lumber mill here in North Carolina. And she did a  
18 two-year contract with them to come out here to  
19 hire all the leadership team and everything. So  
20 right now I'm in Roanoke Rapids, North Carolina.

21 And jumped out of the airport business a  
22 little bit because of that and I've been doing  
23 economic development work, which is really my  
24 passion.

25 You know, when you go to school to become an

1 airport director, you learn all the good aviation  
2 stuff. What you don't -- what they didn't you was  
3 50 percent of your job is focused on economic  
4 development. But that happened to be very good  
5 area of interest for me.

6 I felt that I -- you know, I really enjoyed  
7 that work. I felt I was good at it. And because  
8 of that, I took a job as the development --  
9 business development and airport relationship  
10 liaison with a national concessions company.

11 They do giftshops and restaurants from coast  
12 to coast in airports, so they were looking for  
13 somebody in the airport industry that had good  
14 contacts, good relationships. And just by  
15 happenstance, I've been in the industry 30 years so  
16 I know a lot of people in the industry so it was a  
17 good fit for me at the time. It's a good fit for  
18 them.

19 And in the meantime, I also opened up an  
20 economic development business called Biz Growth  
21 [phonetic]. Haven't really done anything with it  
22 yet, but with the intent -- not knowing that this  
23 airport director's job was going to become  
24 available, it was my intent to start doing economic  
25 development work for airports that don't have

1           that -- that specialty. And it's a passion of  
2           mine, so that's where -- that's why I'm here today.

3           CHAIRMAN OLSON: Great. Well, thanks for --

4           MR. ASTRAN: Thanks, Jerry. I'll let the  
5           board start asking questions.

6           CHAIRMAN OLSON: Reba.

7           MS. LUDLOW: Gosh. Jerry, so tell me what  
8           you're doing at your airport -- you are still  
9           working at the airport, right?

10          MR. BRIENZA: I am not.

11          MS. LUDLOW: Okay.

12          MR. BRIENZA: I left the airport about two  
13          months ago.

14          MS. LUDLOW: I see. I see. And so, were you  
15          familiar with like Part 139 and all the TSA rules?  
16          Okay.

17          MR. BRIENZA: Oh, yeah, I've been involved  
18          with that for 30 years.

19          MS. LUDLOW: Oh, 30 years, okay. Well, that  
20          was interest -- I'm really -- how big was that  
21          airport? I mean, how -- like how long were your  
22          runways and what was your traffic count?

23          MR. BRIENZA: Yeah. So our -- our major  
24          runway, our primary runway, was just like yours,  
25          8,000 feet.

1 MS. LUDLOW: Yes.

2 MR. BRIENZA: We had about 1.1 million  
3 passengers in 2019, which was our record year. And  
4 then of course COVID hit and we dropped a little  
5 bit. But just before I left, we were ending the  
6 year about 4 percent shy of where we were in  
7 2019 --

8 MS. LUDLOW: And did you have --

9 MR. BRIENZA: Do we should be right up to  
10 about 1.1 million again.

11 MS. LUDLOW: So do you have commercial  
12 service?

13 MR. BRIENZA: Oh, yeah. Yeah. We have all  
14 the major carriers: Delta, United, American. And  
15 then we also had Allegiant, Avelo. We had Aha!  
16 Airlines before they went bankrupt a few months  
17 ago. So we had all -- all the players except  
18 Southwest.

19 MS. LUDLOW: That makes you a -- you were a  
20 Class 1 -- I understand there's a Class 1, 2, 3,  
21 and 4 and depending on the size of their planes.

22 MR. BRIENZA: Yeah, it all depends on what  
23 you're talking about. There's categories for --  
24 for everything, but we were considered a -- a small  
25 hub airport. You guys are a small non-hub airport,



1 but we were a small hub airport.

2 MS. LUDLOW: I see. I see. That's good.

3 Well, I'm just going to try to listen to somebody  
4 else now so I can have another question. Thank  
5 you.

6 MS. CASH-CHAPMAN: So let's talk a little bit  
7 about your management style. So obviously should  
8 you get this position, you will be stepping into a  
9 role that has a lot of staff underneath you -- an  
10 amazing staff, by the way.

11 MR. BRIENZA: Awesome.

12 MS. CASH-CHAPMAN: So I would like to hear for  
13 our sake and for their sake a little bit about how  
14 you are as a manager, how you are as a leader, what  
15 kinds of things that you can come in and do to  
16 motivate and build rapport and retain our great  
17 employees.

18 MR. BRIENZA: Yeah, that's -- that's a great  
19 question, and I will just start off by saying that  
20 at every airport I've worked at, I think I've left  
21 things a little bit better than when I -- when I  
22 took over in that respect.

23 I'm a very jovial person. I'm a very happy  
24 person by nature. I don't let things really get me  
25 down or if -- if I do have issues going on in my

1 life, nobody knows about them because I put on a  
2 face.

3 But I tend to manage in a way that I want  
4 everybody to work hard. I do hold people  
5 accountable. Let's work hard, but let's have a  
6 darn good time doing it. And I've tried to set  
7 that expectation at every airport that I've worked  
8 at -- I'm sorry, I meant to put this on silent.

9 When I took over the Medford airport, there  
10 was a great airport manager out there. Was -- was  
11 there 26 years. He was beloved by the community.  
12 But I just tried to just change things up a little  
13 bit, make it -- make it a fun atmosphere for  
14 everybody, and I think it was well-received.

15 Now I'm not one to come in and start changing  
16 things for the sake of changing them. I think you  
17 just have to evaluate what's working, what's not  
18 working. There's a lot of things that I learn from  
19 the employees there. I'm like, wow, I never tried  
20 it that way, let's -- let's run with that.

21 I have a very open door policy. Although, you  
22 know, I do expect to follow the chain of command,  
23 but if they're not getting the answers that they  
24 want, my door is always, always open. I think  
25 every one of my employees would say that about me.

1           I could be having the worst day of my life  
2 with dealing with something, but if somebody comes  
3 through that door, I turn my chair around and I  
4 don't ignore their -- their issue is the most  
5 important to me at that point in time.

6           I have a let's disagree but commit kind of  
7 attitude. I enjoy back and forth really  
8 constructive debates on things. I encourage people  
9 to tell me I'm wrong or challenge what direction  
10 I'm taking the airport in. Let's sit down, let's  
11 have a debate.

12           I'll be quite honest with you, there have been  
13 many times where people have changed my mind about  
14 something because of what they brought to my  
15 attention because I didn't think of it. So I'm  
16 not -- I'm not that adamant on moving forward with  
17 an idea that somebody has changed my mind about.

18           I'm very open to ideas. But the one thing  
19 we're going to do is we're going sit in the  
20 office -- especially if it's a little heated kind  
21 of debate, we're going to sit in my office and  
22 we're going to hammer it out.

23           And the one thing I say is, you know, disagree  
24 but commit. Let's disagree, but when we leave this  
25 office, either I'm going your way with it and I'm

1           100 percent committed to it or you're going to go  
2           my way with it and you're going to be 100 percent  
3           committed to it. That's all -- all I ask. And,  
4           you know, I ask people to have a good work/life  
5           balance and don't -- you know, don't stress  
6           yourself out about things. Let's talk them out.

7                        So I think that's kind of my work attitude.  
8           If you're looking for maybe a different avenue for  
9           you to go down, just let me know, because there's a  
10          lot of ways I could take that question, but that's  
11          pretty much my management style.

12                      MS. CASH-CHAPMAN: No, that was perfect.  
13          Thank you, so much.

14                      MR. BRIENZA: You're welcome.

15                      CHAIRMAN OLSON: Okay. A couple -- two  
16          questions.

17                      First, you have -- oh, by the way, I just want  
18          to remark that I saw a news article in from the  
19          Medford area about your departure, and you have  
20          great press. It looks like they were really  
21          lamenting your departure from that airport.

22                      MR. BRIENZA: Yeah.

23                      CHAIRMAN OLSON: So I wanted to mention that.

24                      MR. BRIENZA: Thank you.

25                      CHAIRMAN OLSON: Let's see. You have led two

1 kinds of airports. One is county under -- under  
2 the county so it has a parent government in the  
3 county. That was Oregon situation, I believe; is  
4 that correct? There was not an authority involved  
5 with the Medford.

6 MR. BRIENZA: Oh, yes. I'm sorry, I'm just  
7 trying to really listen. It's -- there's a little  
8 bit of an echo. But, yes, there was not an  
9 authority, that was just kind of a name that the  
10 old airport director wanted to do to make it --  
11 without embellishing it, make it seem like it was a  
12 much larger airport than what it was.

13 CHAIRMAN OLSON: Okay. Excuse me.

14 MR. BRIENZA: But it was a county-run airport.

15 CHAIRMAN OLSON: I wanted to just complete the  
16 question first, but I -- yeah, if you don't mind.

17 But you also in Huntington -- at Huntington,  
18 you were -- led an airport that was an authority.  
19 You were -- you were titled or the airport was  
20 Tri-State Airport Authority.

21 So very interested in hearing your  
22 perspectives on the pros and cons of a air --  
23 operating an airport and being a manager at an  
24 airport or a director of an airport that is under a  
25 county government or has a parent entity that sets

1 policies for it versus an independent authority  
2 such as this one that has been given almost  
3 complete governmental powers to act independently,  
4 no parent government.

5 And could you speak to the -- how you see the  
6 differences and the pros and cons? But of course  
7 we have a short period of time, so if you could  
8 summarize your thoughts about that.

9 MR. BRIENZA: Yeah, absolutely. Thanks for  
10 the question.

11 Typically at a county airport, it would be  
12 very slow to react just because of the processes  
13 involved with one to sometimes two readings or  
14 hearings on moving things forward. However that  
15 wasn't the issue with me in Jackson County in  
16 Medford, Oregon. We were able to move very very  
17 fast on a lot of issues compared to a lot of my  
18 counterparts that worked for county airports. And  
19 just relating back to my days in Colorado working  
20 at a municipal airport, a city-run airport, it was  
21 very very difficult to move quickly because of  
22 those processes that were in place.

23 So working at an authority typically gives you  
24 a lot more speed to react, which we all know in  
25 this day and age, it's all about being first,

1           especially when you're talking about air service or  
2           economic development or contracts. You want to be  
3           able to move fast and get things done quickly. So  
4           that wasn't an issue for me out in Medford Oregon,  
5           but that was an unusual situation.

6                     But what I can say, the difference between  
7           working for an authority, which I did in  
8           Huntington, compared to a county is we couldn't --  
9           we didn't have the ability to pay people  
10          appropriately and move fast on that because you  
11          were basically categorized with everybody else in  
12          the county.

13                    So they were -- it was very hard to recruit  
14          people for that paycheck because we would try our  
15          best to persuade -- for instance, in, you know, a  
16          CFO or something of that nature, we were way  
17          underpaying our CFO, but they were also comparing  
18          that to the accounting director in roads and parks  
19          or the accounting director here.

20                    CHAIRMAN OLSON: Yeah.

21                    MR. BRIENZA: But that's not our competition.  
22          Our competition was other airports because it's a  
23          specialty to be, you know, an airport accountant or  
24          an airport CFO. So really our competition was  
25          outside of the county and they couldn't see it that

1 way, so it was very hard for us to recruit in that  
2 respect.

3 CHAIRMAN OLSON: Okay. Thank you. Appreciate  
4 your thoughts on that.

5 My next question is about how you approach  
6 problem solving. We have -- as you I'm sure  
7 probably know about having studied our airport  
8 and -- and knowing what's happening in the  
9 industry, there's a tremendous growth in -- in --  
10 in general aviation right now.

11 MR. BRIENZA: Yeah.

12 CHAIRMAN OLSON: A lot of it is -- has created  
13 commercial opportunities. Flying private has  
14 become the thing to do for people that can afford  
15 it. It's really translated into a bunch of  
16 business opportunities. But we also have aircraft  
17 owners that are -- more and more that are checking  
18 in with us that we want to serve.

19 We currently have a huge unmet demand for  
20 T-hangars. We have 133 T-hangars. We have a wait  
21 list of over 200. We are -- to this point, we have  
22 had the -- the development of T -- of T-hangars  
23 being very dependent on grants from the state,  
24 grants that help subsidize the construction and  
25 therefore subsidize the rents of our T-hangars.



1 MR. BRIENZA: Uh-huh.

2 CHAIRMAN OLSON: Our T-hangars are now renting  
3 for under \$450, which a lot of people are, even at  
4 at that time level complaining about, a few are  
5 because of CPI increase -- increases recently.

6 The issue is, if we really want to build  
7 and -- and create the number of T-hangars that  
8 support the demand that we have at this airport, we  
9 have to look for other ways to have that happen.

10 One way that this authority has the ability to  
11 do -- and I'm sorry about my large question, but  
12 it's going to end with a -- with a question for  
13 you -- is through revenue financing, increasing the  
14 rents that can amortize the construction costs of  
15 these and sort of get us ahead of and freed from  
16 having to be grant dependent.

17 So, the -- I'm not asking you to tell us the  
18 solution to this problem, but how would you  
19 approach a problem where we are facing a  
20 fundamental question?

21 MR. BRIENZA: Uh-huh.

22 CHAIRMAN OLSON: How would you approach that?  
23 Do we remain satisfied with a large wait list and  
24 build T-hangars with grant subsidies or do we try  
25 to have our community start accepting much larger,

1 much higher grant -- rental rates for our T-hangars  
2 to the point that we can finance them based upon  
3 the rent they're paying? It's a problem. How do  
4 you deal with it? Because we have a community  
5 of -- that is needing problem-solving thinking on  
6 this.

7 MR. BRIENZA: Yep. I think the answer to your  
8 question is both.

9 And the way I usually solve problems -- there  
10 hasn't been an airport I've gone into where we  
11 haven't had issues where some contracts that were  
12 made 20 years ago, the people are way underpaying  
13 than what it's costing the airport and in some  
14 respect we're subsidizing some of their rent,  
15 right?

16 So the first thing to do is to sit down with  
17 staff, figure out the history, what's going on,  
18 and -- and look at some of the problematic leases.  
19 Write some justifications and include the  
20 stakeholders in any decision analysis that you're  
21 doing, right?

22 At some point I'm going to have to sit down  
23 with the general aviation community and say, hey  
24 guys, these are our numbers. You know, we're  
25 actually subsidizing your rent and, you know, we

1           probably need to get you on a page where we're not  
2           here to lose money -- we're not here to make a  
3           whole lot of money off of rents because there's a  
4           lot of ancillary benefits that come along with  
5           having an aircraft on your airport, right?

6           I mean, not only are they paying ground lease,  
7           you want to at least get -- make that even with the  
8           ground lease, maybe a little bit more for the  
9           airport. But, you know, you've got fuel flowage  
10          fees. Hopefully they're getting their aircraft  
11          maintenance done. So there's ancillary benefits to  
12          having that aircraft on your airport, but you  
13          definitely don't want to be losing money on it.

14          So that's one thing you have to do, is be able  
15          to come up with a really good justification, talk,  
16          have an open relationship with your GA community,  
17          and make them feel comfortable.

18          There are times where I've used an independent  
19          firm to do a rate analysis on the airfield to show  
20          them that it's not just me sitting in the office,  
21          but to show them that we actually are losing money,  
22          and oftentimes, that's been a really good benefit  
23          for them to hear it from an independent consultant  
24          that has done that. They're relatively inexpensive  
25          to hire them do that, so it's a really good process

1 to go through.

2 But in addition to doing that, you also want  
3 to be able to satisfy the demand for hangars in  
4 your area. You definitely don't want to turn away  
5 people that are looking to bring aircraft into your  
6 area. So you definitely want to look at hangar  
7 construction projects.

8 When I left Medford, we had the same problem  
9 and we were getting a lot of people moving their  
10 personal property; i.e., aircraft, from California  
11 up to Oregon just because of the savings and  
12 personal property taxes, right? So we were getting  
13 an influx of aircraft coming to our area for that  
14 reason.

15 Quickly ran out of room while I was there. So  
16 we went back to our FAA and we changed some  
17 projects up, knowing that this was a -- going to be  
18 an issue for us, having the lack of infrastructure  
19 for this GA development.

20 So we changed some of our capital improvement  
21 projects up so we could get started with developing  
22 two huge general aviation sites, one of which we  
23 are -- we were coordinating with our local FBO  
24 because they had the financing and the ability to  
25 build what I call mega hangars. You know, it was a

1           300 x 300 foot hangar that they were going to  
2           build.

3           So they were going to build mega hangars to  
4           bring in 737s and business jets and things like  
5           that, whereas we were concentrating more on the  
6           smaller, you know, Beechcraft 1900 downsize type  
7           hangars.

8           So that is actually -- that project should  
9           have got underway last year, but because we didn't  
10          get the grant in time until late August, it's  
11          actually taking place this year. So this April,  
12          we'll see construction on those two big general  
13          aviation projects.

14          So I think there's a way to satisfy -- to do  
15          them both in a way that doesn't upset the community  
16          and it enables us to grow as an airport.

17          CHAIRMAN OLSON: Okay. Thank you. Appreciate  
18          it.

19          MR. BRIENZA: You're welcome.

20          MR. CLARKE: Thank you, Jerry.

21          It's very encouraging to know that, you know,  
22          you've faced those kind of problems. And we're --  
23          I would -- I would like to say that our capital  
24          plan, we have a large -- you know, large capital  
25          plan. You probably have at least browsed through

1 the master plan, and we have quite a few potential  
2 projects on the drawing board. But as yet, we  
3 have -- we have as yet to marry those plans with  
4 a -- a comprehensive pro forma financial analysis.  
5 That being my background, that's what I'm most  
6 interested in.

7 So I'd like to hear your thoughts on that as  
8 well as we -- our footprint is about 680 acres. We  
9 could probably add another 50 or so acres to that  
10 on the northeast and southwest quadrants of the  
11 airport.

12 We have probably between 800 to a thousand  
13 acres of property that's owned by the aviation  
14 authority -- very fortunate that over the years  
15 they acquired that property. It's off the airport  
16 and is potential for development and ground leases.

17 So that setting the stage for -- you said that  
18 economic development was your passion, so now that  
19 we've given you -- those are the inputs that you're  
20 faced with, I'd just like to hear your thoughts on  
21 how do you put all that together and, you know,  
22 make it work?

23 MR. BRIENZA: Yeah, one of the things -- well,  
24 two things really piqued my interest about this  
25 job. One is that my wife and I just love that --

1 love that area and always planned that that would  
2 be our retirement area because we visit  
3 Vilano Beach and we just love that -- that area.  
4 So we've been there year after year.

5 The other interest that I really had was, you  
6 have a great -- a great airport. You've got some  
7 commercial aviation struggles, to say the least,  
8 but you've got fantastic economic development  
9 opportunities, which as I said in my opening  
10 statement, that's one of my passions.

11 So, one of the things I like to look at for  
12 economic development opportunities is what -- what  
13 exactly is happening in the community, right? What  
14 can we do -- you've got to -- you guys know what  
15 properties have aeronautical versus nonaeronautical  
16 opportunities on it.

17 I love airports that have a lot of  
18 nonaeronautical opportunities because this day and  
19 age you really need a diversified portfolio. You  
20 need both that aeronautical support as well as that  
21 nonaeronautical finance coming in.

22 So when you have those opportunities -- and  
23 you guys are close to I-95. You're close proximity  
24 to the -- the railway. You can develop a short  
25 rail. That will get you some opportunities out

1           there.

2           So there's so much going on at your airport  
3           that I can't wait to get my hands on it and get  
4           started if I was selected. But it's -- it's  
5           somebody like me, you know, that's -- that's just a  
6           feeding ground for opportunities and I'd love to  
7           get started on that.

8           I'm not sure I understood your very first  
9           question or if I've answered that. If you can  
10          repeat it again, I'd love to be able to address  
11          that.

12          MR. CLARKE: I think it related to the -- the  
13          financial plan, marrying the capital planning with  
14          the financing planning, okay?

15          MR. BRIENZA: Thank you.

16          MR. CLARKE: I mean, we -- I don't -- to my  
17          knowledge, that has not been done comprehensively.  
18          It's done on a project-by-project basis, but we  
19          don't see the full picture of a -- you know, let's  
20          project a 20-year planning horizon --

21          MR. BRIENZA: Yeah.

22          MR. CLARKE: -- what does that look like,  
23          so...

24          MR. BRIENZA: Yeah, I got you. Thank you for  
25          reminding me.



1           You know, the capital improvement program with  
2 the FAA, it's -- they like to know the project's  
3 five years out so it's a five-year capital  
4 improvement program, and that helps them set their  
5 budgets moving forward. But that is absolutely  
6 fluid. That's a working document, and there's been  
7 many times where I've been able to change those  
8 based on changing conditions at the airport. But  
9 we can't rely on that as our only source of funds.

10           I mean, the state has multiple opportunities  
11 through -- and I'm sorry I'm not that familiar with  
12 Florida right now, but every state I've worked at  
13 has some sort of economic development department  
14 that you can work through to get either low  
15 interest loans and/or grants to develop sites.  
16 There are in -- there's usually an infrastructure  
17 division within a state that you can get  
18 infrastructure.

19           As a matter of fact, when I left Medford, we  
20 competed with 30-plus airports for a -- what we  
21 called a -- oh, what'd they call that, a core -- a  
22 core development grant, and we actually -- I had to  
23 give five different presentations to five different  
24 committees for the state on our development  
25 project. And we actually came in first place, so

1 we were awarded \$2.5 million to help develop a site  
2 on the east side of our airport. So there's  
3 opportunities like that.

4 Before I left Medford, I met with the U.S.  
5 Federal Economic Development Director. He came to  
6 the office because I asked him to -- invited him  
7 in. He was in the state. I found out he was going  
8 to be in the state, so he came down to our airport.

9 We met with him and we were able to talk to  
10 him about some of the projects we have going on on  
11 the airport, and one of which was we were trying to  
12 build an education center of excellence for not  
13 only aviation, but first responders, because we had  
14 a big first responder-based community at our  
15 airport. And they absolutely loved the idea. So  
16 we were working towards getting congressionally  
17 delegated funding or used to be called earmarks, to  
18 be able to build a brick and mortar type facility  
19 at our airport.

20 So you can't just rely on AIP, which is FAA  
21 funding in its general sense, but there are a lot  
22 of other opportunities that you need to go out  
23 there and -- and find after your capital  
24 improvement projects.

25 The time is right right now. There's a lot of

1           leftover, if I may say, COVID money in a lot of  
2           these bank accounts. And when I met with the  
3           economic developer for the United States, he was  
4           saying, man, we just really have to unload some of  
5           this money or it's going to be taken away from us.  
6           We've been able to defend keeping it for the last  
7           few years, but now's the time to start unloading  
8           this money.

9                     So the time is right for whoever gets this job  
10           and it'd be great for your airport if they dive  
11           into that -- those funds.

12                    MR. CLARKE: Thank you.

13                    MR. BRIENZA: You're welcome.

14                    MS. LIOTTA: Following up, I guess, economic  
15           development is top of mind for a lot of people, so  
16           this is a very timely discussion.

17                    What's your general approach for economic  
18           development? Obviously there's going after grant  
19           money and, you know, state, federal level, all of  
20           that. How do you -- what's your general approach  
21           for working with private business?

22                    MR. BRIENZA: Yeah. So I think one of the  
23           things before you even start working with private  
24           business, just let me take a step back just a  
25           little bit further, is having your site ready.

1           Because oftentimes when I go to these conferences  
2           or symposiums or I go to headquarter meetings with  
3           companies that I'm trying to recruit, it is either  
4           now or they're going to look someplace else.

5                   Oftentimes, they are very reactive to what  
6           they're doing, so it's -- they've got a Department  
7           of Defense contract and they need a facility or a  
8           land right now to be able to start putting this  
9           contract into place. And oftentimes it's very,  
10          very, very quick.

11                   It's very few times where you have somebody  
12          going, you know what? We're looking to build a  
13          facility; we don't really need it for five years  
14          out, so let's start working on developing your  
15          property. That happens, but it's very very rare.  
16          So you have to be prepared, I guess is what I'm  
17          saying.

18                   So, oftentimes my approach to developing a  
19          property is bringing in the utilities, getting the  
20          land -- getting the environmental for the land  
21          ready. Like I said, having the a utility hub  
22          on-site where somebody can come in, build their  
23          facility within a year to 18 months, and be able to  
24          connect to all those utilities.

25                   So it has to be in their mind, hey, we just

1 want to come in. We need to build this building  
2 quickly, get it done, without any problems or  
3 hiccups. So have your environmentals ready or your  
4 historical inform -- your historical studies done,  
5 your -- your archaeological studies done. Have  
6 them all done in advance. So that's kind of my  
7 approach.

8 Now when you're talking about businesses, you  
9 know, site -- setting your sites on target markets,  
10 knowing what kind of business is going to be really  
11 good for those sites, I've sometimes used  
12 feasibility study -- used feasibility study  
13 consultants to help me determine which target  
14 markets we should be going after if I can't figure  
15 that out myself.

16 So I've used these consultants to -- as a  
17 matter of fact, one very successfully in Medford  
18 recently, I used a feasibility study consultant  
19 that not only did I need the study done, but they  
20 also had all the contacts in the industry to get  
21 them to respond to my RFP.

22 So once we did the feasibility study for a  
23 hotel -- that's what I thought would do good there,  
24 but I wanted to make sure that was going to be good  
25 because, you know, I -- I like to say that I'm good

1 at a lot of things, but one thing I'm not good at  
2 is, you know, is a hotel going to work on this  
3 piece of property? I don't have the industry  
4 knowledge to know that.

5 So I had this CBRE, which is a huge real  
6 estate firm, come in, do a feasibility study for  
7 me, and not only that, they went out and found all  
8 the major players in the hotel industry to respond  
9 to our RFP. So we ended up getting five responses,  
10 selecting a Hilton, and we now have a Hilton going  
11 to start breaking ground here at -- in March at  
12 Medford.

13 So there's that, and then there's going to  
14 different -- different conferences, knowing your  
15 target markets for certain pieces of property, and  
16 setting up meetings with the decision makers before  
17 you go to these conferences.

18 One thing I learned is walking the floor and  
19 walking up to a company that might have a booth at  
20 a conference isn't always the best thing because  
21 you don't get the decision makers. The decision  
22 makers are behind the scenes having meetings  
23 already. So you can't be late on that; you've got  
24 to set those meetings up in advance and be able to  
25 get in with those decision makers. So that's kind

1 of my approach --

2 MS. LIOTTA: Okay.

3 MR. BRIENZA: -- to doing that.

4 MS. LIOTTA: Yeah, I have one more --

5 MR. ASTRAN: You've got about four minutes  
6 left on your questions before we turn it over to  
7 you, Jerry.

8 MS. LIOTTA: Yeah, I've one more question.

9 What would your ideal transition plan look  
10 like high level if we were to bring you on board?

11 MR. BRIENZA: My transition plan from where  
12 I'm at?

13 MS. LIOTTA: Yes. Like what -- you've done  
14 this before where you've come in and there was an  
15 outgoing director. Like what -- what do you think  
16 works, doesn't work? How would you design it if  
17 you could for a transition plan?

18 MR. BRIENZA: Yeah, gotcha.

19 Very -- first thing I would do is meet with  
20 staff. I mean, I think it's really important that  
21 every staff member gets to know me. I'll tell you  
22 one thing. I try to learn every person's name from  
23 the, you know, housekeeping up. I try to, you  
24 know, be friendly with everybody. I think they're  
25 just as important as I am at the airport. That's

1 my attitude towards it.

2 So I'll meet with staff. I will ask what some  
3 of the issues are or complaints that they may have  
4 already that maybe we can work on or maybe we can  
5 make a little -- little bit better.

6 I will meet with all the stakeholders after  
7 airport. I like to -- you know, I have a very good  
8 relationship -- at every airport I've worked at I  
9 have a very good relationship with all the FBOs,  
10 MROs, all the businesses that have been on the  
11 airfield, and not because they've always agreed  
12 with me and not because I've always agreed with  
13 them but because we've always kept an open and  
14 honest relationship and I could sit down -- and  
15 again, it's all about justification. If I'm doing  
16 something that they don't like, it's me sitting  
17 down telling them why I'm doing it this way. And  
18 oftentimes we leave shaking hands and having lunch  
19 next week. So I think maintaining those  
20 relationships and fostering other relationships is  
21 a good way to get into the community.

22 Speaking of the community, it's my job to go  
23 out into the community and constantly brief them on  
24 things going on at the airport. I am very versed  
25 in -- you know, it's almost like a rotation with me



1 at every airport I've ever worked at going to the  
2 Rotary Club meetings, being on their schedule,  
3 going to other civic clubs, doing city council  
4 meetings, county commission meetings, and just  
5 keeping everybody apprised of what we're doing at  
6 the airport.

7 And it's oftentimes not me getting invited,  
8 it's me inviting myself, especially when there's  
9 something exciting happening at the airport. And I  
10 give them the bad news and I give them the bad  
11 news. I just am completely honest with them about  
12 what's going on at the airport. And that what  
13 makes our open houses at the airport very  
14 comfortable. And oftentimes we don't get a lot of  
15 people because I've already addressed those  
16 concerns on my rotation out in the community. So  
17 I'm used to being on the circuit, I call it, so to  
18 speak.

19 MR. ASTRAN: Thanks, Jerry. If it's okay, I  
20 think I will turn it over to you. You have about  
21 five minutes for questions for the board.

22 MR. BRIENZA: Yeah. One question I had that I  
23 just could not find the information on, if you guys  
24 don't mind telling me what your -- your books look  
25 like. Are you in good sound financial condition or

1           what's the condition of the finances at the airport  
2           right now?

3                   CHAIRMAN OLSON:   Treasurer?

4                   MR. CLARKE:   I'll address that.

5                   The -- the airport is rock solid financially.  
6           We have a, you know, large cash reserve.  Our, you  
7           know, operating liabilities are rather low.

8                   There are some -- although I find there are  
9           challenges the way that the chart of accounts is  
10          set up, it's not structured quite the way I would  
11          like to see it for -- you know, for management  
12          purposes projecting.  There's some accounts there  
13          that may be inappropriate and just don't give a  
14          true picture.

15                  The customer accounting is a little bit  
16          challenge.  There are some issues there, the way  
17          that the -- the customers are billed, we have -- a  
18          multiple number of accounts for a single  
19          individual, for example.  And not of it is -- none  
20          of that is fatal.  I think it can all be fixed.

21                  I'd like to see -- we've never had a chief  
22          financial officer, and I think we have -- we've  
23          reached the point where we probably should avail  
24          ourselves of that, you know, having -- having  
25          someone at that level, you know, that has

1           experience in the field working with the grants  
2           that would work with the executive director to  
3           put -- I see it as a -- two -- two phases. We have  
4           the -- the development or the operations and the  
5           capital side --

6           MR. BRIENZA: Uh-huh.

7           MR. CLARKE: -- and we have the finances. And  
8           the finance, we don't -- one of the things you  
9           mentioned before is having a -- what essentially  
10          would amount to a credit facility. We have not had  
11          that here. And we -- I think we desperately need  
12          that. So -- but otherwise, financially we are in  
13          rock solid shape.

14          As I mentioned to you earlier, over the years,  
15          the Airport Authority acquired a lot of property  
16          off the airport, and in our county that has done  
17          nothing but grow in value, you know, those 800 or a  
18          thousand acres. It's pretty -- we're very  
19          fortunate to have that.

20          Although it's -- we haven't done an appraisal  
21          to see what it's actually worth, almost afraid to  
22          do that to see what comes out of that. But, yeah,  
23          otherwise it's in pretty good shape.

24          CHAIRMAN OLSON: And -- and just to underscore  
25          further the rock solid, we have -- our airport

1 really is serving a very -- very very economically  
2 healthy region.

3 St. Johns County has the -- one of the lowest  
4 unemployment rates in the country. It's  
5 consistently the lowest in Florida. We have -- we  
6 haven't mentioned it today in our conversation with  
7 you, but Northrop Grumman is our largest tenant.  
8 And defense aerospace is huge right now, and it's  
9 only going to get larger with such things as spy  
10 balloons floating around, et cetera.

11 So we -- we -- and just to follow up on your  
12 economic development remarks, St. Johns County has  
13 to be very choosy about economic development, very  
14 strategic, because it is -- we're not a county that  
15 is in desperate need of all kinds of economic  
16 development. We need -- we need the right kind.  
17 We need to target. And we think our airport is  
18 really primed for bringing in aerospace, which is  
19 of course high wage and the talent -- and we have  
20 the ability to talent -- to attract talent to our  
21 highly livable community. And so, industries where  
22 our -- are talent-dependent, we think we have an  
23 edge. So anyway...

24 MR. BRIENZA: Great. Thank you.

25 MR. ASTRAN: Thanks, Jerry. I think that's

1           it.  If -- if the board, you want to give them one  
2           last sendoff and say goodbye and then we'll be in  
3           touch regarding next steps presumably next week  
4           after the board meeting.

5           MR. BRIENZA:  Yeah.  I just want to thank you  
6           guys for your time.  I'm very interested in this  
7           position.  It's -- it's been on my bucket list to  
8           get down to St. Augustine.  I never knew this dream  
9           job would become available during my time, but I'm  
10          glad it did and I had the opportunity to talk to  
11          you guys about it.  Either way, I wish you the best  
12          of luck.

13          MS. LUDLOW:  Thank you, Jerry.

14          MS. CASH-CHAPMAN:  Thank you.

15          MS. LUDLOW:  Good to talk to you again.

16          MR. BRIENZA:  Yeah, good to see you again.

17          MR. ASTRAN:  Thanks, Jerry.

18          MR. BRIENZA:  Okay.  Thanks, guys.  Thanks,  
19          Blake.

20          MR. ASTRAN:  Thanks.  We'll be in touch.

21          MR. BRIENZA:  You bet.  Bye-bye.

22          MR. ASTRAN:  So, Bob, do you want to give  
23          everyone a little break right now?  Because we've  
24          got about ten minutes until the next one.  You're  
25          going to have to switch over.  I think it's a

1 different link.

2 CHAIRMAN OLSON: Yeah, if we have got ten  
3 minutes, why don't we just do that. Let's take a  
4 bit of a break and we'll reconvene.

5 MR. ASTRAN: Okay.

6 CHAIRMAN OLSON: Let's all be seated here back  
7 within, you know, a couple of minutes from the top  
8 of the hour.

9 MR. ASTRAN: Sure. Okay.

10 CHAIRMAN OLSON: Okay.

11 MR. ASTRAN: Bye-bye.

12 (Recess had.)

13 CHAIRMAN OLSON: Are you there, Blake?  
14 There's Blake. Okay. And you're going to  
15 introduce Mr. Heefner?

16 MR. ASTRAN: (Nods head.)

17 CHAIRMAN OLSON: Okay.

18 (Pause in the proceedings.)

19 CHAIRMAN OLSON: Kevin, are -- are you patched  
20 him?

21 MR. HARVEY: He hasn't shown up yet.

22 CHAIRMAN OLSON: Oh, late for the interview.

23 MR. HARVEY: He's good. He's good. It's 3:00  
24 now so maybe he's just very prompt.

25 MR. ASTRAN: Can you see if he accepted the

1           invite?

2           MR. HARVEY: I did not.

3           MR. ASTRAN: I can text him and double check  
4           here.

5           MR. HARVEY: Okay. Well, you saw the issues I  
6           was having trying to get this out there, so, you  
7           know.

8           MR. ASTRAN: Yeah. No, I'll go on mute here  
9           and give him a call.

10          CHAIRMAN OLSON: Okay. It's been very cold up  
11          there in New York State. Maybe the wires are  
12          frozen or something.

13          MR. CLARKE: I didn't know we were going to  
14          make spy balloons on the field. That's a good  
15          opportunity. You send them over to China. I love  
16          all the cartoons that have been appearing.

17          CHAIRMAN OLSON: Oh, yeah, there's been so  
18          much -- there's been so much attention. It's  
19          like...

20          MR. HARVEY: There we go.

21          CHAIRMAN OLSON: Oh, he's there.

22          MR. HARVEY: He's waiting on me now.

23          CHAIRMAN OLSON: We got him in the waiting  
24          room.

25          MR. ASTRAN: He had a little issue with the

1 Zoom link and so he -- he had to type it in by  
2 hand. There he is. Hey, Mark, how are you doing?

3 MR. HEEFNER: Hi, everyone. Sorry for my  
4 tardiness. Yeah, the Zoom link had to be put in by  
5 hand, so I was going through that wonderful  
6 rigmarole.

7 MR. ASTRAN: Such is the world today -- we are  
8 in today, so glad you were able to joint.

9 So, what we'll do here, Mark, is I will let  
10 the board introduce themselves briefly and then  
11 I'll chime in and let you give a little two- or  
12 three-minute detail about yourself, your career,  
13 and then the board will ask questions for about up  
14 to 40 minutes, maybe a little bit less because of  
15 the intros, and then I'll let you know when there  
16 are about five minutes left, and then maybe you can  
17 have your time, about five minutes, to ask  
18 questions to the board, and then we'll sign off and  
19 we'll touch base at some point later. So that's  
20 kind of how it's going to go.

21 So, at this point, Bob, I'll turn it over to  
22 the board chairman. I'll let them begin their  
23 introductions and then Mark, I'll let you go after  
24 that.

25 CHAIRMAN OLSON: Okay. Reba? Oh, wait.



1           Yeah. We have to -- Mark's not -- his image is not  
2           in the center of the screen, so how do we do that?  
3           Is that a Kevin?

4           Okay. Reba, why don't you go ahead. We're  
5           going to introduce ourselves. Do you want to  
6           start?

7           MS. LUDLOW: Okay. While Blake -- while  
8           Blake's playing around with that, hi, Mark. I'm  
9           Reba.

10          MR. HEEFNER: Hi, Reba. Nice to meet you,  
11          ma'am.

12          MS. LUDLOW: Thank you.

13          CHAIRMAN OLSON: There he is.

14          MS. LUDLOW: I am the active pilot on board  
15          and the oldest, by the way, too.

16          MR. HEEFNER: You don't look like it.

17          MS. LUDLOW: I like him already. And I've  
18          been on the airport for about 30 years and been to  
19          most of the board meetings in that time. So I'm  
20          nice -- well, I'm very active board member. So I'm  
21          very happy to see you and talk to us.

22          MS. CASH-CHAPMAN: Hi. I am Michelle Chapman.  
23          I am a newly elected to the board and I ran with  
24          four -- four kind of staples in mind.

25          I'm looking for more safety. I'm looking for

1           some more community engagement, fostering our  
2           current relationships, and responsible growth. So  
3           I look forward to hearing a little bit more about  
4           you, what your views are on our airport, and what  
5           you can bring to the table for us.

6           CHAIRMAN OLSON: Okay. And I'm Bob Olson.  
7           Welcome, Mark. And we -- we welcome you from the  
8           balmy, sunny, just lovely day -- place called  
9           St. Johns County, and we know we're talking to  
10          someone that's in a little bit of a colder climate.

11          I've been on the Authority for two years. I  
12          served -- I became interested in our airport  
13          because I live across the water from it, and I also  
14          served on the Airport Master Plan citizens advisory  
15          committee and then decided I wanted to be on the  
16          board. So again, welcome. Dennis?

17          MR. CLARKE: Hello, Mark, and welcome. My  
18          name is Dennis Clarke. I'm originally from  
19          Pennsylvania, lived in Florida for 17 years now.  
20          My partners and I moved our plane to this airport  
21          about three years ago. And I'm a newly elected  
22          board member. This is -- this began our tenure at  
23          the beginning of this month.

24          My background is accounting and finance, so  
25          I'm the bean counter of the group. And it's -- I'm

1 interested in the development of the -- of this  
2 airport reaching its potential. We have a lot of  
3 potential. We also have a long waiting list that  
4 has to be addressed and those are our challenges.  
5 So look forward to hearing your -- your thoughts.

6 MR. HEEFNER: Okay.

7 MS. LIOTTA: I'm Jennifer Liotta, new -- newly  
8 elected board member as well. My background is I'm  
9 a corporate lawyer.

10 And, you know, my campaign focused on some  
11 good bit of overlap with Michelle and Dennis. Been  
12 particular interested in transparency and good  
13 governance, good relations with airport users,  
14 community, tenants, and all, you know, moving  
15 towards good development for the airport and the  
16 community.

17 MR. HEEFNER: Fantastic. Well, let me see if  
18 I get this right. And I apologize for using your  
19 first names, but that's as fast as I could write it  
20 is as fast I got here. So I've got Reba. I've got  
21 Michelle. Bob, I met you before. Dennis and  
22 Jennifer; is that correct?

23 MR. CLARKE: Uh-huh.

24 MS. LIOTTA: Yes.

25 MR. HEEFNER: Is it all right if I use your

1 first names?

2 CHAIRMAN OLSON: Go ahead.

3 MS. CASH-CHAPMAN: That's fine.

4 MR. CLARKE: Please do.

5 MR. HEEFNER: Excellent. Thank you, very  
6 much.

7 Well, I -- and for interest of time, I know  
8 you've got interview after interview here, so about  
9 me a little bit. My name's Mark Heefner. I am the  
10 current commissioner of aviation here in Greater  
11 Binghamton Airport upstate New York.

12 I'm obviously not at my airport right now. I  
13 am in my new home. We actually just purchased a  
14 brand new home, closed on it the last week of  
15 December, and my home renovation, so if you see my  
16 hands are all cut up and beat up and everything,  
17 I've been doing home renovations for the past  
18 month.

19 It is not sunny and 70 here. It is actually  
20 31 degrees, and there's snow on the ground right  
21 now as I look over there, so a little bit different  
22 climate than what you guys have.

23 Dennis, did I hear you right when you said  
24 that you moved from Pennsylvania?

25 MR. CLARKE: Yes. Pennsylvania. Pittsburgh,

1 Pennsylvania, specifically.

2 MR. HEEFNER: Where at? I'm sorry.

3 MR. CLARKE: Pittsburgh. Pittsburgh,  
4 Pennsylvania.

5 MR. HEEFNER: Okay. Yeah, I'm actually from  
6 Spippensburg, Pennsylvania, so I spent a lot of  
7 time in Pittsburgh and high school and college. So  
8 kindred spirits here.

9 MR. CLARKE: I -- I visited your nuclear plant  
10 because I used to work for that company, Duquesne  
11 Light.

12 MR. HEEFNER: That's awesome. That's  
13 incredible.

14 So a little bit about me. I have been the  
15 commissioner of aviation in Greater  
16 Binghamton Airport for -- since 2019. Prior to  
17 that, I was a deputy commissioner and we actually  
18 built a succession plan for me to take over as  
19 commissioner. So I've actually been working there  
20 since 2015.

21 Prior to that, I worked at North Central  
22 West Virginia Airport or Clarksburg. CKB is the  
23 identifier there for pilots on the board here. And  
24 I don't know if there's any pilots behind you or  
25 anything. I'm not I'm sure who's back there. This

1 whole public setting interview is a little bit  
2 different for me, so I'm -- it's just interesting.

3 So, when I was -- when I worked at Clarksburg  
4 West Virginia, we had a humongous asset on the  
5 field. It was bombardier. They did sea checks on  
6 the airfield there, and it was just an absolute  
7 great business. We actually used them as a  
8 cornerstone business and built other businesses  
9 around it.

10 We had Aurora Flight Sciences. A --  
11 Pratt & Whitney had an engine plant there as well,  
12 and then obvious Bombardier, and then there were a  
13 couple of other small mechanics shops and stuff  
14 like that.

15 But the climate's a lot different in those two  
16 airports that I worked in than what you guys are  
17 at. Our waiting list, you're lucky if you have a  
18 20-person waiting list. So the fact that you guys  
19 have a T-hangar waiting list of over a hundred is  
20 extremely impressive and also a heck of a tool for  
21 you guys to use as a board and as an airport.

22 So, yeah, just the best -- couple things about  
23 me and I'll let you go ahead and start firing  
24 questions. I'm extremely transparent and very  
25 honest, so you can straight up ask me anything.

1 Blake -- Blake's sitting there smiling. I know  
2 he's experienced that a little bit with me, too,  
3 so...

4 CHAIRMAN OLSON: Okay. Reba?

5 MS. LUDLOW: Mark, I'm on first base again.

6 MR. HEEFNER: Who?

7 MS. LUDLOW: Me. Yeah, who? Who's -- I got  
8 you. You got me there.

9 Tell me about your airport. I mean, what --  
10 how many planes you take care of, runways, and  
11 things like that.

12 MR. HEEFNER: Okay. So, at Greater Binghamton  
13 Airport, we actually have two runways. Our primary  
14 is 1634. It's a 7,300 foot long runway. About 150  
15 foot wide. Our secondary runway's which 5 -- it's  
16 like 5,003 feet because you have -- you've got to  
17 get those extra three feet in there -- by 150 foot  
18 wide as well.

19 On either end of our primary runway, we have  
20 EMAS beds that are 120 feet by 150 feet. They --  
21 the first one, the oldest one that we're actually  
22 replacing this year and next year, is actually one  
23 of the first I think six or seven that was done in  
24 the United States. So very familiar with.

25 MS. LUDLOW: Excuse me?

1 MR. HEEFNER: Yes, ma'am?

2 MS. LUDLOW: Remind me. What is an EMAS bed?

3 MR. HEEFNER: Oh, sorry. I get into jargon  
4 and I just go. EMAS is Engineering Arresting  
5 Material System.

6 MS. LUDLOW: Oh, okay.

7 MR. HEEFNER: I'm sorry. Engineered Material  
8 Arresting System. So basically think of a runway  
9 truck ramp --

10 MS. LUDLOW: Oh, okay.

11 MR. HEEFNER: -- and that's what it means. So  
12 if a plane goes -- overshoots the runway or can't  
13 slow down in time, they go into it.

14 MS. LUDLOW: Right.

15 MR. HEEFNER: It just crumples underneath them  
16 and they stop.

17 MS. LUDLOW: Okay. Thanks. Okay. Keep  
18 going.

19 MR. HEEFNER: Yeah, no problem.

20 So, pavement-wise we've got a ton of pavement  
21 at Greater Binghamton Airport. We've got three  
22 separate ramps: North -- north ramp, main ramp,  
23 and south ramp. I would mention our de-icing  
24 ramps, but I don't think that pertains to what you  
25 guys have to deal with right now.



1           We have -- I think if you -- so we did a study  
2 a couple of years ago, and I'm going to get this  
3 wrong -- no, I'm not. We have 32 miles of two-lane  
4 highway that we maintain at our airport.

5           MS. LUDLOW: Wow.

6           MR. HEEFNER: Yeah, it's a lot and when it  
7 snows, it is a lot. So we have a general aviation  
8 terminal, I guess you say. We have three  
9 commercial, large commercial hangars that are --  
10 range from 20,000 to 20 -- to 30,000 square foot.  
11 And we currently have 30 -- no, 20 T-hangars, a  
12 maintenance building, an ARFF building, air rescue  
13 firefighting, and a couple of other like ancillary  
14 buildings right now.

15           Right now, we're going -- we're just starting,  
16 taking the top off of a \$40 million terminal  
17 rehabilitation project that we are doing. We  
18 actually were one of seven airports to receive  
19 money from the governor of New York to redo our  
20 terminal. So it's a humongous undertaking.

21           I'm actually going to try to grow that program  
22 from \$40 million to like \$45 to \$60 million  
23 depending on how -- how the rest of my funding  
24 sources come in.

25           So we've got a lot going on right now at the

1           airport. And we actually just started with a new  
2           airline, Avelo Airlines, not too long ago. We do  
3           the ground handling for them, which is a humongous  
4           bonus for them because we get to control the  
5           product and if somebody has a problem -- actually a  
6           great example is on Saturday I was working the  
7           flight itself and somebody said, I want to talk to  
8           a manager and I was standing there talking to the  
9           person. I said, okay, give me one second. I  
10          turned around and I turned right back, and I said,  
11          Hi, my name's Mark. I'm the commissioner of  
12          aviation. And they're like (indicating). So it's  
13          good and bad.

14                 MS. LUDLOW: So if you have 21 T-hangars, then  
15          you're -- you're very slight on general aviation,  
16          aren't you?

17                 MR. HEEFNER: Well, in the sense of T-hangars,  
18          yes, ma'am, we are -- we are light.

19                 Our three conventional hangars actually all  
20          house different size aircraft for general aviation.  
21          And I would say each one is either full or at  
22          capacity.

23                 If you're familiar with like kit aircraft,  
24          Sling Aircraft is a new up and coming one. We're  
25          one of two in the northeast that builds the --

1 build the -- I've got to be careful how I say that  
2 because it's an 80 percent thing and FAA gets all  
3 fired up about everything, so...

4 But we have a mechanic that helps assist with  
5 those builds. He's got about 20 aircraft in that  
6 hangar right now. That's Hangar 1. Hangar 2 has I  
7 think 16 or 18. And then Hangar 3 has the -- I  
8 think four or five jets.

9 MS. LUDLOW: Wow. Well, you know, our airport  
10 would be upside down from that. We're primarily --

11 MR. HEEFNER: Yeah.

12 MS. LUDLOW: -- general aviation.

13 MR. HEEFNER: I have -- from the research that  
14 I have done, I would completely agree with you,  
15 yes, ma'am.

16 MS. LUDLOW: But that's okay. We need your  
17 knowledge and your youth. That's all I have, and  
18 thank you.

19 MR. HEEFNER: Sure.

20 MS. CASH-CHAPMAN: So, I -- I mentioned  
21 earlier that one of the things that I ran in mind  
22 was fostering current relationships. So if you  
23 could talk to us a little bit about your management  
24 style and how you build rapport with staff,  
25 motivate staff, retain staff.

1           You'll obviously coming into a staff that is  
2 already here, that has been here, that is  
3 incredible staff as they are. But what are some  
4 things that you are going to bring to help them  
5 better the airport and kind of hit the ground  
6 running with them?

7           MR. HEEFNER: Sure. I think you'd be  
8 hard-pressed to find another candidate that's going  
9 to work as hard as me and have as much energy as  
10 me. It's just one of those things about me. I  
11 haven't had any coffee today and I'm bouncing off  
12 the walls because I love what I do. I legitimately  
13 love aviation and I love managing people and I love  
14 interactions.

15           So, management style, that's always -- and I  
16 kind of smile at this. That's always a loaded  
17 question because for a good manager, they shouldn't  
18 have one style; they should have -- they should be  
19 well-versed in a ton of different styles.

20           If you say, hey, what's your top styles that  
21 you like? It depends on the person. So I have a  
22 staff with -- several of my staff members have been  
23 here for 10 to 25-plus right now. So with some of  
24 those, I actually command them utilizing a  
25 laissez-faire type deal where I trust them and they

1 trust me and there's a very transparent  
2 relationship there.

3 Like I -- like I said earlier, I'm extremely,  
4 honest. So if they do something that is incorrect  
5 or not what they were asked to do, they know about  
6 it and they can come to me. And same thing. So if  
7 I do something that I told them I was not going to  
8 do and I do it, they can come call me on that and  
9 say, hey, Mark, we talked about this and I'll be  
10 like, you're right. You know, I'm one of those  
11 people that is very, I guess, just open to  
12 listening and learning with people.

13 With newer employees, I'm a little more  
14 authoritative. I don't like to be the hands -- the  
15 micromanager. I'm not a big fan of it, but I can  
16 do that. I actually have one employee who actually  
17 is with me for 25-plus years and he's getting the  
18 micromanagement style because he just needs it.  
19 So, you know, it depends on -- it depends on who  
20 you have. I really -- motivation is actually one  
21 of my favorite things to do. I motivate generally  
22 by -- through example.

23 So I mentioned earlier that I was working the  
24 Avelo flight. I was literally doing customer  
25 service on the front end, and then when the plane

1 landed, we kind of buttoned up the customer service  
2 and I actually went and joined my team, jumped  
3 inside the cargo bed, and started throwing bags.

4 So when they -- generally when my teams sees  
5 me working just as hard or harder than them, it  
6 just motivates them to do it as well and they see  
7 me with a good attitude.

8 So with me, as far as how I am with my  
9 employees, I'm always very positive. There are  
10 times when I go get a little bit like (indicating),  
11 but generally you're going to find me and you're  
12 going to find me smiling and you're going to find  
13 me in a very positive outlook on whatever day.

14 As far as -- I'm sorry, did somebody say  
15 something? Okay. As far as motivation, I'm more  
16 of a cheerleader on that -- on that sense. You  
17 know, I'm like, let's go guys, let's do this  
18 together. And then when that doesn't work,  
19 generally we set stuff up with my employees,  
20 depending on who they are and what their jobs are,  
21 as far as goals.

22 I'm very goal oriented. So if I can't  
23 motivate you by cheerleading you, I set up goals.  
24 And the nice thing about goals and expectations is  
25 it's very clear and it's always on paper. So I'd

1           rather not do that because I feel you're  
2           micromanaging when you're like, hey, this needs to  
3           get done by Tuesday and then this needs to get done  
4           by Wednesday and this needs to get done by Friday.  
5           Like those things, you're an adult, you should act  
6           like an adult, you should understand your job.  
7           Now, if you don't know -- understand your job, I  
8           got you and I'll help you learn.

9                     But I'm -- generally I'm -- you know, I kind  
10           of go across all the different management styles.  
11           And I enjoy doing that because that business  
12           culture, that work culture is -- is extremely  
13           exciting and it's a lot of fun to go in and go out  
14           of and be able to kind of be somewhat a chameleon  
15           as far as your management styles.

16                    MS. CASH-CHAPMAN: Great. Thank you.

17                    And how do you think you would put yourself  
18           out there to get to know the general aviation  
19           population that's here and the other stakeholders  
20           that are here?

21                    We have a really close-knit kind of community  
22           here as far as our tenants and things like that,  
23           and we have a really active general aviation  
24           community here. So what are some things that you  
25           can do that will help them get to know you as a

1 person and as a director and what you can do for  
2 them?

3 MR. HEEFNER: Well, judging by some of your  
4 minutes that I've read, I don't think I'm going to  
5 have to do much because I think they're going to  
6 come to me.

7 You have a very very active GA community. I  
8 just was reading some of this stuff from a couple  
9 years of board meetings in the past and then your  
10 first one of the year here and, you know, it -- you  
11 have a very active community. And the thing that I  
12 pride myself on is having an open door.

13 I -- if you go on Great Binghamton Airport's  
14 Facebook page you're going to see a bunch of  
15 comments back to people whether it's negative or  
16 positive. I would say 85 to 95 percent of those  
17 are from me personally.

18 I -- I am extremely accessible, probably to  
19 the detriment of my sleep. And I say that because  
20 one of our T-hangar tenants called me the other day  
21 at 11:00 saying, hey, Mark, can you have somebody  
22 come out here and plow this? And I just was like,  
23 yeah, man, I got you. So I, you know, called my  
24 guys and -- and moved them where they needed to go.

25 But, you know, I -- I try to be as accessible



1 as possible. I try to go to events. As far as for  
2 our -- our T-hangar tenants and our GA tenants, we  
3 have regular tenant meetings, which I think is  
4 extremely important just to hear what they have to  
5 say, your -- your tenants, and then also to be able  
6 to communicate the goals of the airport.

7 So most recently I mentioned the terminal  
8 project. And I had a kind of impromptu BYOB  
9 meeting where, you know, bring your own food, your  
10 own -- I obviously had food there, but bring your  
11 own food, bring your own beverage. Let's just have  
12 a kind of fireside chat, let me tell you how this  
13 is going to go and how our brand new self-serve  
14 fuel farm is going to look and how the -- how the  
15 terminal's going to -- terminal project's going to  
16 work into our GA incentives and our goals and those  
17 types of things. And it was really well attended.

18 Prior to that, you know, a bunch of the GA  
19 tenants reached out to me and they said, hey, we've  
20 got a pilots' night. You want to come? And I'm  
21 like sure. So I attend that once every quarter,  
22 once every half a year depending on what I have  
23 going on. So I'm very accessible and I think I'm  
24 approachable. At least that's what I've been told.  
25 So, you know, just being able to listen to people I

1 think really helps and allows you to kind of  
2 accomplish that -- that relationship building, but  
3 also not being a pushover.

4 Because I think one thing about me is, you  
5 know, if we -- if we as a group, as a -- as an  
6 airport board decide this is the direction we're  
7 going and it differs from some people's opinions, I  
8 hear your opinion and I understand it, but this is  
9 the direction and I'm not going to turn over  
10 because you get upset or because this doesn't work  
11 out for your personal goals. So I do what's best  
12 for the company, the airport, and, you know, that  
13 so far has served me extremely well.

14 MS. CASH-CHAPMAN: Great. And so one last  
15 question that I have for you, and I know that a lot  
16 of us kind of ran our last campaign thinking along  
17 the same lines of same frame of mind.

18 We talk a lot about responsible growth, and  
19 I'm curious what you think the role of the airport  
20 should play in community -- community development  
21 plans.

22 We do own a lot of real estate, and I know we  
23 all have our views on where we -- what we think  
24 best would be done there, but I'm curious what you  
25 think as far as all of this real estate that we

1           have and how do you feel it can be developed for  
2           the best of our community and our airport.

3                   MR. HEEFNER: Well, I mean, there's several  
4           different communities within your community, right?  
5           So there's the general aviation community. And  
6           generally for an airport, they're the loudest.  
7           Make no bones about it, they are the loudest  
8           because they use it the most. They may not have  
9           the biggest financial impact, but they're going to  
10          do let you know that they're there. And that's  
11          totally okay.

12                   The people that you don't really hear from,  
13          that I don't hear from as much now as I used to is  
14          the actual flying community, the -- the commercial  
15          passengers. The reason why I say that because we  
16          brought them new service and they're a lot happier,  
17          so you get a little bit quieter. And then you also  
18          have your kind of political community that builds  
19          into that. So kind of balancing all of those  
20          communities together and hitting each one of the  
21          goals is extremely important. So I say that.

22                   You're asking me where -- where I think the  
23          airport can grow. I'm not sure right now. To be  
24          honest with you, I'd kind of have to get boots on  
25          the ground and really listen to those different

1 voices and kind of weigh what works best.

2 I mean, you guys were all elected, so -- I'm  
3 sorry. You guys and girls were all elected, so you  
4 should be speaking for your constituents, both GA  
5 and -- and in the actual community itself.

6 But what I've found at airports -- and I've  
7 been at small airports my whole life and there's a  
8 reasonable behind that. I've had a lot of  
9 opportunities to go to very large airports, but I  
10 don't -- I don't want to go to them because to me,  
11 small airports provide a lot of challenge and a lot  
12 of hands-on opportunities.

13 And when I say hands-on, I'm not talking  
14 micromanaging, I'm talking like you get to actually  
15 be there and be part of the growth. You don't just  
16 sit in your office and go, okay, you go do that and  
17 you go do this.

18 I think for small airports, the balance is --  
19 is key. You have to be super super diverse in my  
20 opinion. And, you know, I -- it differs from  
21 everybody and depending on how you use.

22 But the airport that I'm at currently right  
23 now is actually in a bind because it in my opinion  
24 had been mismanaged and had been relied upon  
25 commercial air service for a long time as far as a

1 revenue source. That's not the way to go.

2 For small airports, you're going to have to --  
3 you have to have land development, GA, and  
4 commercial air service. You've got to have all  
5 three. It's like a milking stool; you take one  
6 away and it all falls. And it will fall the way  
7 that you -- people want it to fall, too. Like,  
8 hey, we -- you know, we want to move this  
9 direction, it will fall that way, and it's not  
10 always for the better.

11 For some airports, yeah, for the better, but  
12 in my opinion if you have a well-rounded strategy  
13 where you're meeting all three of those needs in  
14 some form or another -- it doesn't have to be, hey,  
15 we've got 400 commercial flights a day. It doesn't  
16 have to be that. It could be one, two. Could be  
17 seasonal service, you know, what have you. While  
18 also, balancing what you're on airport tenants  
19 are -- and you guys have a jewel, and I hope you  
20 understand you have a jewel at your airport with  
21 Northrop Grumman. Like that is -- airports would  
22 kill to have that. So if you guys don't want them,  
23 send them to me. I'll take them. They're an  
24 amazing growth opportunity.

25 And it's funny because when I was in

1           Clarksburg, West Virginia, I didn't realize what  
2           Bombardier did and how many people it spoke for  
3           until we brought an airline in and we gave them a  
4           discount code and the airline was like, we've got  
5           to stop giving this company a discount code because  
6           they're -- they're flying out more than anybody.  
7           And we're like, what? They only have, you know,  
8           300 people working there, and they're like, yeah,  
9           but this disposable income and that's your tax  
10          dollars and that's your tax base. And I was just  
11          like, ah. That was kind of one of those aha  
12          moments.

13                 So, you know, being able to balance all of  
14          those things, you guys have tremendous opportunity.  
15          And speaking with Mr. Olson a little bit in our  
16          last interview, you know, you have across the  
17          highway, too.

18                 And you guys can get incentive -- you can get  
19          really incentive with what we have. There's a lot  
20          of resources right there and if you get the state  
21          behind you, whew, you could develop things, move a  
22          highway, and your airport could just go  
23          (indicating) in size.

24                 MS. CASH-CHAPMAN: All right. Well, thank you  
25          very much.

1           CHAIRMAN OLSON: Okay. My turn. A couple of  
2 questions. First off, the Binghamton airport is  
3 under the county structure there.

4           MR. HEEFNER: Uh-huh.

5           CHAIRMAN OLSON: And we have a very different  
6 situation here. This -- this airport is under an  
7 independent authority. It's an authority that  
8 has -- has no direct organizational connection with  
9 the county.

10           And so -- and we -- this authority has a full  
11 range of powers, issuing bonds, financing, eminent  
12 domain, which is unusual to give a special purpose  
13 authority, ad valorem taxing powers which haven't  
14 been tapped for ten years or more.

15           But very much the -- there's a huge  
16 responsibility that comes with this authority being  
17 accountable only to the voters and no other parent  
18 government to watch out for it or -- or interfere  
19 with its decision-making.

20           I don't -- anyway, what are your thoughts  
21 about if you were to be moving from an airport  
22 structured like Binghamton to an authority-run  
23 airport? Any thoughts about that? How you would  
24 approach the transition. How you would -- how you  
25 would, I guess, come into the situation, what you

1           would do to become effective as soon as possible in  
2           a different structure.

3           MR. HEEFNER: Okay. Well, actually in  
4           Clarksburg, West Virginia, I was -- we were  
5           governed by an airport authority. So I do have  
6           familiarity there with the rules and powers of the  
7           airport authority.

8           I think airport authorities in my opinion give  
9           the airport itself the ability to operate like a  
10          business, operate like it should. At -- at county  
11          facilities like mine, we operate as an -- what's  
12          called an enterprise fund. And basically we have  
13          to operate like a business only inside the  
14          government system, which when you're trying to buy  
15          something and it takes two and a half weeks for you  
16          to get a part for your snow plow that's broken,  
17          that can get a little frustrating. So I guess  
18          really I don't think I'd have any problem operating  
19          inside of an airport authority.

20          What I would need to learn is the, I guess,  
21          pulls and constraints. So the pulls of our  
22          airport authority and then also the pulls of who  
23          we're reporting to. I know you said, you know,  
24          it's kind of its own entity, and that's fantastic,  
25          but ultimately, you know, the pull of the FAA,



1           what -- how does the FAA and TSA and the state all  
2           view the airport, and what do they want to see out  
3           of that as well as the Airport Authority's thoughts  
4           and ideas moving forward?

5                     So I -- I guess really it's one of those, for  
6           the first couple of months it's learn; learn,  
7           learn, learn, learn, listen, listen, listen,  
8           listen, and read a ton about the charter, about the  
9           Airport Authority, what our powers are, what our  
10          powers aren't.

11                    Because with airport authorities, like I said,  
12          you get to operate like a business. Now, if you're  
13          operating it correctly, it's great. But if you  
14          start doing stuff that are in the gray lines,  
15          you've got no one behind you essentially that can  
16          save you.

17                    Operating in the county system right now, I've  
18          got other department heads I can lean into. I've  
19          got a whole law team I can lean into. They're not  
20          great aviation lawyers but they are lawyers and I  
21          can say, well, what about this, what about that,  
22          and get advice through there. I can tap into state  
23          contracts. I can tap into county contracts.  
24          And -- and it gives you a lot more security in that  
25          sense, but it obviously doesn't operate like a

1 business.

2 So, an Airport Authority, it's -- it's on you.  
3 You know, the responsibility's on the executive  
4 director and more -- more so your executive  
5 director or your airport director than it is your  
6 board because your board's generally elected like  
7 in your sense. So it's -- it's a heavy  
8 responsibility and it's a heavy burden.

9 But, you know, it's not like it's not been  
10 done before and it's not like something I've  
11 never -- never had experience with. So I  
12 experienced that in Clarksburg a good bit and it  
13 was a very enjoyable experience because we did  
14 things in a very smooth and efficient manner.

15 CHAIRMAN OLSON: Okay. Thank you. Appreciate  
16 that answer.

17 Next question is to just find out a little bit  
18 more about how you problem solve. And I'm going to  
19 lay out a problem that we had touched on earlier in  
20 our conversation here.

21 We have this tremendous growth in general  
22 aviation. It's a huge challenge and opportunity  
23 for our airport to -- to support it. We have both  
24 private businesses that are -- are doing very well  
25 serving private aviation. The flying is -- private

1 aircraft travel is a big new thing for a lot of  
2 people that can afford it, and businesses here are  
3 doing that. And then we have a huge community of  
4 private plane owners.

5 We have a -- probably the problem we talk  
6 about most, and you've prob -- you've seen it in  
7 our minutes if you looked at our minutes, which you  
8 have, we have a wait list of over 200 for  
9 T-hangars.

10 We have 133 T-hangars. We're thinking we may  
11 be able to, if we really work it right, add 30 new  
12 T-hangars for the next two years supported by  
13 grants from -- from the state. And so we would be  
14 completing those.

15 The costs have gone up. They continue to go  
16 up for the construction. But we're able to -- with  
17 the grants, we're able to add these T-hangars at a  
18 subsidized rental rate so that the full economic  
19 rate, the shock of having that full economic rate  
20 that fully pay -- amortizes the cost is not borne  
21 by the tenant.

22 But the trade-off is we could -- we could  
23 build a lot more T-hangars if we were able to -- to  
24 do revenue financing and have rent -- a rent  
25 structure that amortized the true cost without

1 waiting for the next grants.

2 We -- we have resistance right now or some  
3 groaning, maybe it's common, for our level of  
4 T-hangar rents, which are under \$450 a month now.  
5 And I've noticed that you are currently -- have --  
6 if this is correct on your website, your rents  
7 right now for your T-hangars are \$240 a month and  
8 you have two available. You don't have a waiting  
9 list, I guess, because your website says you have  
10 two available February 1st.

11 So, given our situation, the idea of fewer  
12 T-hangars -- bringing fewer on, having a long --  
13 continuing long list and subsidizing the rents  
14 with -- with stream of rent grants that come in at  
15 that pace or be more aggressive and rowing out  
16 higher rents, how would you solve that problem?  
17 Because it will be a big -- there's a -- it will be  
18 a big issue how we do that.

19 MR. HEEFNER: How much risk do you guys want  
20 to take?

21 Now, this is very unpopular with T-hangar  
22 tenants. They don't make you money in the short  
23 term. Unless you own an FBO, they really don't  
24 make you a lot of money. But you guys, you have a  
25 really cool -- a really exciting opportunity in the

1 fact that you have, what'd you say, 200 -- 200  
2 people on your T-hangar waiting list?

3 You can charge more. You have the ability to  
4 do that. You have ability to start financing some  
5 of that with your current T-hangars. And then when  
6 you bring in your new T-hangars that you're going  
7 to have built in the next two years, you'll find  
8 out who actually wants a T-hangar and who won't --  
9 who doesn't want one.

10 One of my things that I would suggest is, you  
11 know, kind of surveying both your current -- your  
12 current tenants and your prospective future  
13 tenants. Basically saying, okay, you want  
14 T-hangars? How much are you willing to pay and how  
15 long are you willing to pay that? Because that's a  
16 really important thing, too.

17 Once your T-hangars are built, up and running  
18 and finally making you money, do you want to hold  
19 that, you know, say \$500 a month for the next, you  
20 know, 36 months or do you want to give -- once  
21 they're paid off, do you want to start dropping  
22 that back? Do you want to enjoy that -- the  
23 revenue off of that or do you want to give it back  
24 to your community?

25 There's a lot of different strategies you can

1 look at, but with a hundred people, over a hundred  
2 people on your waiting list -- over a hundred, I  
3 keep -- I can't say this enough, you can raise your  
4 rent like tomorrow. It's going to piss a lot of  
5 people off, but it's also going to make you a lot  
6 more money and be able to -- see? That's what I'm  
7 saying. It's sometimes unpopular.

8 And that -- that's the thing. How much risk  
9 do you want to take? How much -- how much trouble  
10 do you want to get in? How much do you want to  
11 hear your neighbor over there going, now it went up  
12 another 50 bucks.

13 Yeah, but the other, you know, hundred people  
14 on the waiting list are -- would kill to have your  
15 spot, so, you know, is there privilege? Is it a  
16 right? You know, and that's kind of what you've  
17 got to look at, in my opinion, for general  
18 aviation.

19 Yeah, I'm generally debt adverse. Being where  
20 I'm at right now in the county system, our debt  
21 gets rolled into the county system and I can't  
22 touch it for 30 years. So I'm a little -- I'm a  
23 little gun shy when it comes to, hey, let's take  
24 out more debt, let's do this, let's do that,  
25 because you're not sure how the market's going to

1 look in five years and your debt could get away  
2 from you. It has the potential to get away from  
3 you.

4 But if your -- for me, problem -- to problem  
5 solve that, I think step one would be talk to the  
6 current tenors -- current tenants and the waiting  
7 list. See what the market can bear.

8 You're right, we -- our T-hangars are dirt  
9 cheap. We don't make any money off of our  
10 T-hangars. I could -- if you want a wonderful sob  
11 story sometime, we'll talk about that because the  
12 community around here doesn't appreciate like your  
13 community does.

14 General aviation in Florida is so much  
15 stronger than it is in upstate New York. Mainly  
16 because you have the wetter -- weather that people  
17 can enjoy year-round aviation, outside of a couple  
18 of hurricanes here and there.

19 So you -- it's a completely different  
20 situation that you guys are in than we are in. We  
21 do it because it's the right thing to do. We  
22 ensure that our T-hangar rents are low because  
23 that's important to us. It's important to spur  
24 general aviation growth at our airport.

25 And don't hear me -- please don't hear me

1 saying you can stunt it by raising your prices  
2 because you're not actually going to stunt it  
3 whatsoever for your airport. You're actually going  
4 to spur it and you're going to get the people that  
5 are actually going to fly and fly more because  
6 they're going to be in more of an active community.  
7 At least that's what I've seen and that's what I've  
8 experienced at both Clarksburg and Greater  
9 Binghamton Airport.

10 So, again, it's how much risk do you guys want  
11 to take? And, you know, I'm -- I'm one of those  
12 guys, if it's a competition, if it's something that  
13 is better for our airport in the long term, I'm  
14 okay to ride out storms. I'm okay getting yelled  
15 at for a little bit. But it's got to be a  
16 collective decision and you've got to have support  
17 from everybody on your board.

18 CHAIRMAN OLSON: Okay. Thank you. Good  
19 answer. Thank you.

20 MR. CLARKE: Hello again, Mark. This is  
21 Dennis.

22 There was -- there was a lot in your exchange  
23 with Bob. You know, I -- my concern is, you know,  
24 the -- the T-hangar waiting list is a -- is a huge  
25 problem. But we also have a large opportunity or



1 unrealized potential in off-airport land that the  
2 airport owns. And that would -- that represents  
3 potentially millions of dollars of ground lease  
4 revenue with zero corresponding -- virtually zero  
5 corresponding costs.

6 So just, you know, let's set the stage. We  
7 have -- we're a general aviation airport that we  
8 have a commercial terminal. It's not used that  
9 much, but it is from time to time until the  
10 carriers run out of money. We have a -- a robust  
11 waiting list, which to me represents economic  
12 development all by itself. And we have a lot of  
13 nonaeronautical property that can be developed.

14 So those are -- those are the givens. You  
15 know, here's -- here's the basket of problems and  
16 opportunities that is handed to you. So just want  
17 to hear your thoughts on that.

18 How would you -- and the other thing is, we  
19 have a very good engineering firm that has a lot of  
20 plans on the drawing boards that haven't  
21 necessarily been made public yet, but they -- there  
22 is a point at which this airport will be built out,  
23 you know, given the constraints of -- physical  
24 constraints.

25 So, there's no question in there; you can just

1 address it because you're doing a good job in  
2 addressing everything so far. So I'd just like to  
3 hear your thoughts.

4 MR. HEEFNER: Well, I kind of hit on it  
5 earlier. I think airports have to have the three.  
6 They have to their nonaeronautical revenue, they  
7 have to have the general aviation, and they have to  
8 have the commercial.

9 If you have this space to expand in a  
10 noncommercial or a nonairline or a  
11 nonaviation-related space, you've got to utilize it  
12 or at least attempt to utilize it because that's --  
13 that can be set up for long-term stability or a  
14 rainy day or however you want to look at it,  
15 funding. That can help fund your T-hangars. That  
16 can help fund those CIP projects down the road.

17 A great example of what we're doing here at my  
18 current airport is I have over 300 acres that are  
19 developable. Not all of it has runway access or  
20 taxiway access, you know, which we completely  
21 understand.

22 I think in -- in the history of the airport  
23 that I'm currently at, we had -- we've been up  
24 since 19 -- the late 1950s. No one's ever  
25 developed it and that upsets me. And, you know,

1 the -- when I took over, one of the very first  
2 things I did was, we need to develop commercial.  
3 We need to get something going.

4 So we actually went out and found -- we were  
5 able to start working with a company to just do  
6 solar. 30 acres out of 300 that we have solar.  
7 You know, it sounds -- it sound like, oh, well,  
8 that's -- that's a tiny bit. It's definitely a  
9 tiny bit, but my whole goal to get the solar  
10 company in was not -- not to make money off of  
11 them. Because if looked at our lease, you're  
12 going, Mark, what's going on here? My whole goal  
13 was to start developing that land and start getting  
14 people interested in that land.

15 By doing that, I was able to then turn pivot  
16 to another company and say, hey, you know, I  
17 noticed you were -- your goals for the  
18 environmental goals included, you know, green  
19 energy for some of your warehousing and those types  
20 of things. I happen to have a solar farm going in  
21 that could meet your same type of goals there.

22 And then also talking to a couple of general  
23 aviation companies at the same time saying, hey,  
24 there's a five kilo kagigawatt [sic] -- whatever  
25 their wattages are -- I can't keep them on track

1           because I -- my mind just goes back to the future  
2           and I'm like 1.18 gigawatts here, gigawatts  
3           (pronunciation) here, whatever it is.

4           So you're able to take that asset that's not  
5           even your asset, I mean, they're just leasing  
6           ground from you, but you're able to take it and  
7           roll it into something else and something bigger.

8           I call it the snowball. You start -- you  
9           start that snowball and you've got to get rolling.  
10          And then somebody says, oh, wow, there is potential  
11          here and they're already building, maybe I should  
12          get in on that.

13          So right now, I'm very very involved with our  
14          local IDA, the industrial development agency. We  
15          partner really well -- really really well together.  
16          I actually present plans to them and then also to  
17          our state senators just because they like to be  
18          involved.

19          I don't know if you know. New York has a very  
20          powerful state senator and he likes to know  
21          everything about everything and I'm just like,  
22          all right, I'll tell you because in aviation world,  
23          he's very helpful. It's -- I -- and I like to joke  
24          that I'm not good at politics because I tell  
25          everybody everything. It doesn't matter what color

1 your tie is, I'm just like, hey, I'm here, I want  
2 to work with everyone.

3 So this solar is a huge point. Where you guys  
4 are at, west of you in Lakeland, Florida, they have  
5 a nice template, a really, really, really nice  
6 template for what they did with Amazon.

7 And -- and they have commercial aviation now.  
8 And I put that in quotes because that cargo  
9 essentially replaces your commercial aviation.  
10 They're landing I think -- the last time I talked  
11 to the former airport director, I think they were  
12 landing between seven and ten 737s a day.

13 Think of the fuel revenue on that alone for  
14 fuel flowage fee. If you're just call it 3 cents a  
15 gallon or something along those lines, a hundred  
16 thousand dollars a month. That can -- that can  
17 help with whatever CIP you want. But you've got to  
18 be able to responsibly look at, okay, here's the  
19 ground we have and here's where we can go.

20 Amazon's not going to go in everywhere. So  
21 you've got to also understand that and -- and be  
22 prepared to grab a smaller fish or -- or go in a  
23 different body of water and go fishing.

24 So, I think your existing company growth is  
25 also something you should try to explore or I would

1 definitely explore. You said you have five general  
2 aviation companies there, five businesses right  
3 there. I'm sure they're all looking at ways to  
4 grow. So, you can't discount that because they're  
5 existing employees and they're putting money into  
6 your current tax base right now.

7 That's the first place I would start and say,  
8 okay, what ancillary businesses do you guys need  
9 and what can the airport offer those ancillary  
10 businesses? So that's kind of where I would go.  
11 If that kind of answers your -- your query.

12 MR. CLARKE: It does. Thank you.

13 MR. HEEFNER: Blake's -- Blake's giving me the  
14 hook.

15 MR. ASTRAN: I'm giving you the look. Want to  
16 give you a couple of minutes, Mark, to ask the  
17 board any questions you might have.

18 MR. HEEFNER: Well, my -- my first question,  
19 is, Jennifer, do you have any questions? Because  
20 we got almost the whole way around and I want to  
21 make sure that -- that I give you a shot.

22 MS. LIOTTA: Yeah, I think -- sorry to not  
23 give you a lot of time on this one, but --

24 MR. HEEFNER: That's okay.

25 MS. LIOTTA: -- if you could design your own

1 transition plan for this, what would it look like?

2 MR. HEEFNER: I was not expecting that  
3 question. Holy smokes. If I could design my own  
4 transition plan.

5 Well, like I said earlier, I've got a lot  
6 going on here at the airport I'm currently at. I  
7 have a couple of things that I did not mention  
8 because I -- it's a public meeting setting and I do  
9 not want to put stuff out in the public as far as  
10 development and some things that I'm doing at the  
11 airport.

12 So right now, I would need time -- and if you  
13 would want me, I would need a decent amount of  
14 time, a couple of -- several months to get the  
15 current project that I have going up and running.

16 What I didn't tell you was that terminal  
17 plan -- the project, it needs to be done in 24  
18 months, and that started in December. So it's a  
19 very very fast timeline for a \$40 million project  
20 to get done within all the constraints of FAA, TSA,  
21 New York State, DOT, and the FAA's funding side,  
22 too.

23 So I would want to leave my airport in a good  
24 position and not just walk out. I'm not one of  
25 those guys -- I love to work. I think I mentioned

1           that earlier. I don't walk out on people. I  
2           don't -- I don't leave you in a bad position. I  
3           always the place -- wherever I leave, I leave it in  
4           better hands or at least in a better state.  
5           What -- what they do with it after I leave is not  
6           my business.

7                     So, you currently have -- and I don't know  
8           your plans with Ed, but Ed's a good solid person.  
9           I mean, he's just -- he's steady across the board  
10          from what I know of him. I've met him a couple of  
11          times and I've seen his work from afar. Being at  
12          AAAE or AAE, you kind of can pick up things from  
13          what people say and what they infer.

14                    So I think I -- if I could learn from him a  
15          little bit, that would be fantastic. If I could  
16          get -- okay, let -- introduce me to all of these  
17          T-hangar tenants. Introduce me to the pilots  
18          group. Introduce me boom, boom, boom. Or if you  
19          have somebody that could do something like that,  
20          that would be incredible.

21                    Transition-wise, I'm not going to -- if you  
22          hire me, I'm not coming in to do miracles in my  
23          first year. That's not -- that's not something  
24          that is -- that is even remotely possible. I just  
25          need to get my feet underneath me and learn, learn,



1 learn, learn everyone's priorities and everyone's  
2 thoughts.

3 Now can we make movement? Absolutely. Can  
4 I -- we inject a lot of energy? Yeah, I think  
5 that's, you know, a given at least from my  
6 perspective. But I think patience is one thing  
7 that I would ask for in -- in a transition, is just  
8 give me a little bit of time, give me a little bit  
9 of latitude, I guess is the best way to do it, or a  
10 little bit of grace to learn who's who and what's  
11 what and where I need to watch landmines and where  
12 I need to sprint down the -- down the runway.

13 So I don't know if that exactly answers your  
14 question, but, you know...

15 MS. LIOTTA: Yes. Yeah.

16 MR. HEEFNER: Okay. Wonderful.

17 MS. LIOTTA: Over to your for questions for  
18 us, I think.

19 MR. HEEFNER: Well, a couple of questions.  
20 And I've got a little bit less than ten minutes,  
21 probably a little bit --

22 MR. ASTRAN: Maybe a little less than that, if  
23 you wanted to get a chance to ask a question.

24 MR. HEEFNER: Okay. For your existing staff,  
25 you mentioned how you -- how you really have an

1           amazing staff on -- right now.

2                   How many -- what's that transition look like  
3           for your staff? Is there anyone -- anyone other --  
4           outside of Ed, is there anybody else retiring? Am  
5           I expecting to fill any positions? And if so, how  
6           many positions are we looking at?

7                   CHAIRMAN OLSON: Okay. The answer to that is  
8           we hope not.

9                   MR. HEEFNER: Okay. Okay. So just --

10                   CHAIRMAN OLSON: But we -- we do have key  
11           staff people that, you know, are probably -- I'm  
12           just speculating, are close to retirement age or  
13           making the choice of retirement.

14                   But we hope that there will not be because  
15           there's a lot of institutional know-how and  
16           knowledge in these people and that our next  
17           director can greatly -- his -- his or her  
18           orientation and first year or so on the site, on  
19           the property, would be greatly -- would greatly  
20           benefit from these people. So, anyway, that's the  
21           answer.

22                   MR. HEEFNER: Sure. Yeah. The -- actually I  
23           had written down prior to you saying that was  
24           institutional knowledge. How much institutional  
25           knowledge do I have to replace? Because that is

1           such a -- a vital key for somebody coming in.

2           And -- and I think that's one of the things  
3           that helped me so much when I -- when I originally  
4           got to Binghamton is -- like I said, I had people  
5           there that have been here for, you know, 20-plus  
6           years and I got to learn so much from them so  
7           quickly. Because they're like oh, yeah, don't  
8           forget about this. Don't forget about that. This  
9           works here and this is where we hide all the dead  
10          bodies and this is what we do over here and those  
11          type of things. Joking. Joking. I shouldn't have  
12          said that in a public meeting. Oh, man. So, yeah,  
13          that was a humongous question.

14          MR. ASTRAN: I think that -- that might be  
15          what we've got time for because we -- the board  
16          needs a -- I do want to give you, Mark, a chance to  
17          give a final statement.

18          MR. HEEFNER: Sure. You know, one of the  
19          reasons for me taking this interview was for growth  
20          opportunities. And I say growth opportunities both  
21          in career and in -- in overall challenges.

22          I just -- I love -- people look at challenges  
23          and they're like, oh, that's a challenge. Me, I  
24          look at it and I'm like, let's go, this could be  
25          fun. So I look at things like that.

1           Your stability for your last airport director,  
2           he was there for 20-plus years. That's -- that's  
3           something that somebody like me seeks as well. I  
4           want to work at an airport authority because you  
5           run like a business. And you guys do a very good  
6           job, at least from what I can see, compensating  
7           your airport personnel. Your staff seems to be  
8           very dedicate and it seems like they all enjoy  
9           being there.

10           You have a ro- -- robust committee. You have  
11           a robust flying community and you have a robust,  
12           you know, just community, period. So I think you  
13           guys have great opportunities, and that's one thing  
14           that really draws me to this.

15           So I -- I'd be excited to talk and ask a bunch  
16           more questions because I've got, you know, five or  
17           six more written down here, but Blake's giving me  
18           the hook. So, with that, I just want to say thank  
19           you very much for the opportunity to talk to you  
20           and get to know you even more.

21           CHAIRMAN OLSON: Thank you.

22           MR. CLARKE: Thank you.

23           MS. LUDLOW: Thank you.

24           MS. LIOTTA: Thank you.

25           MS. CASH-CHAPMAN: Thank you.

1 CHAIRMAN OLSON: Nice visit.

2 MR. ASTRAN: Thanks, Mark. We'll be in touch.

3 I'll give you a call and -- to touch base.

4 MR. HEEFNER: Thanks, everyone. Have a great  
5 day.

6 MR. ASTRAN: Thanks. You, too.

7 MS. LUDLOW: They did a good job.

8 CHAIRMAN OLSON: Yeah.

9 MR. ASTRAN: So, about the same thing as last  
10 time?

11 CHAIRMAN OLSON: I'm sorry, what was the  
12 question?

13 MR. ASTRAN: Do the same -- same break as last  
14 time or a little bit less -- a few minutes less  
15 here?

16 CHAIRMAN OLSON: Ready for a little bit of a  
17 break. We've got time for a break. Yeah, let's do  
18 a break.

19 MR. ASTRAN: Okay.

20 CHAIRMAN OLSON: Let's get back here right --  
21 a couple of minutes before the top of the hour.

22 MR. ASTRAN: A couple of minutes. Okay.

23 (Recess had.)

24 CHAIRMAN OLSON: Let's see. Is Blake back on?

25 MS. LUDLOW: Blake?

1           CHAIRMAN OLSON: Oh, there's Blake. Okay.

2           MR. ASTRAN: Y'all ready?

3           MR. HARVEY: Are you ready?

4           MR. ASTRAN: I'm ready.

5           MR. CARVER: Hello.

6           MR. ASTRAN: Hey, Sam. How are you doing?

7           MR. CARVER: Good. How are you?

8           MR. ASTRAN: Good. Good. Is your video

9           working?

10          MR. CARVER: I think so. You don't see me?

11          MR. ASTRAN: No. Just has your "S" up on

12          there.

13          MR. CARVER: Let's see.

14          MR. ASTRAN: On the bottom left sometimes it

15          usually says start video.

16          MR. CARVER: Okay. Wait. Here we go.

17          MR. ASTRAN: There he is. How are doing?

18          MR. CARVER: Good. How are you?

19          MR. ASTRAN: Good. Good. Well, thank you for

20          taking the time. And what we're going to do here

21          is I'll be the moderator of sorts.

22                 I'm going to turn it over to the board in a

23          second, let them introduce themselves individually

24          so you know who you're talking to, and -- and then

25          I'll chime in, let you give a brief introduction

1           about yourself, a couple of minutes about your  
2           career, how you go to where you are, and then  
3           overall we've got about 45 minutes in total and  
4           we're going to leave the first 40 for questions  
5           from the board and then I'll chime in about five  
6           minutes left and let you ask a question or two that  
7           you have, if any, for the board and then we'll go  
8           from there.

9           MR. CARVER:   Okay.

10          MR. ASTRAN:   And I'll give you a call after  
11          and we'll talk next steps after that.   So, at this  
12          point, I'm going to turn it over to the board chair  
13          and let him and all the rest of the board introduce  
14          themselves.

15          MR. CARVER:   Okay.

16          CHAIRMAN OLSON:   Okay.   If there's -- how do  
17          we get Sam full screen again?   Is that -- or I  
18          guess while that's being done, you-all want to  
19          start introducing yourself?

20          MR. ASTRAN:   Bob, it's a little hard to hear  
21          you.   I don't know, Sam, if you're having the  
22          same --

23          CHAIRMAN OLSON:   I was talking.   I'm sorry --

24          MR. CARVER:   Yeah, yeah.

25          MR. HARVEY:   I don't control that.   It's --

1 MS. LUDLOW: Okay. It's going to be me again.

2 MR. ASTRAN: Okay.

3 MS. LUDLOW: Hi, Sam.

4 MR. CARVER: Hey. I can hear you good.

5 MS. LUDLOW: There you are.

6 CHAIRMAN OLSON: There you are.

7 MS. LUDLOW: Yes. Okay. I'm Reba and --

8 MR. CARVER: Hey, Reba.

9 MS. LUDLOW: Yeah, Reba Ludlow. And I am the  
10 active pilot on the board and the oldest, you know.

11 MR. CARVER: Okay. Great.

12 MS. LUDLOW: I've been on the airport for  
13 about 30 years and I have --

14 MR. CARVER: Okay. Wow.

15 MS. LUDLOW: -- a Cherokee 180 and a little  
16 Legend Cub.

17 MR. CARVER: Okay. Wow.

18 MS. LUDLOW: And I'm looking forward to  
19 talking to you. I've heard all kinds of good  
20 things here.

21 MR. CARVER: Okay. Great. Me, too.

22 MS. CASH-CHAPMAN: Hi. I'm Michelle Chapman.  
23 I am newly elected to the board, and when I ran, I  
24 ran with four main focuses: Safety, community  
25 engagement, fostering our current relationships,



1 and responsible growth. So I look forward to  
2 getting to know you a little bit more and to see  
3 how you can help us in those four areas.

4 MR. CARVER: Okay. Great.

5 CHAIRMAN OLSON: Hello again, Sam. Bob Olson  
6 here. And I'm not sure everyone around this table  
7 is aware that you were kind enough to give me and  
8 Joe Duke a tour of the Stuart airport about a month  
9 ago.

10 And I'll just add for everyone's benefit, it  
11 was unrelated to our recruitment efforts for a  
12 director; it was simply that we were both in the  
13 area and I like to tour airports and visit with  
14 directors when I'm near one. So I'm letting  
15 everyone know that we met before. Thank you.

16 MR. CARVER: Okay.

17 MR. CLARKE: Hello, Sam. This is Dennis  
18 Clarke and I'm newly elected to the board. I've  
19 been in Florida for 17 years. I'm, you know, a  
20 native of Pennsylvania. I've been on -- at the  
21 airport, I had a partnership in an air -- airplane  
22 here for about three years ago. And my -- my  
23 background is accounting and finance. I'm the bean  
24 counter of the group, and look forward to hearing  
25 all about you and your experience.

1 MR. CARVER: Thank you.

2 MS. LIOTTA: Hi, Sam. My name's Jennifer  
3 Liotta, newly elected board member. My background  
4 is corporate law, and when I was running for the  
5 board, one of my main points was improving good  
6 governance, transparency, for better relations in  
7 running of the airport, and also smart economic  
8 growth for the airport and the surrounding  
9 community.

10 MR. CARVER: Okay. Great. Nice to meet you.

11 MS. LUDLOW: You know, just because I'm the  
12 oldest, I get to be first.

13 MR. CARVER: Okay.

14 CHAIRMAN OLSON: Well, don't we need --

15 MR. ASTRAN: Well, Sam, we'll give you a  
16 couple of minutes to introduce yourself and talk  
17 about how you got to where you are and then we'll  
18 open it up to questions from the board.

19 MS. LUDLOW: Okay. Thank you.

20 MR. CARVER: Okay. Great.

21 So my name's Sam Carver. I'm currently the  
22 airport manager in Martin County at Witham Field.  
23 I've been there for five years. It's a pretty  
24 successful airport. Very similar to yours. Maybe  
25 a little bit larger in based aircraft and

1 operations.

2 We have about 400 based aircraft. We do -- we  
3 set the record this year, about 140,000 operations.  
4 We do a lot of fuel sales. Probably going to sell  
5 close to 6 million gallons of jet fuel this year.  
6 So it's a really good airport. It's -- to work at,  
7 a really good place -- place to be.

8 How I got here, I'm originally from  
9 Mississippi. I don't know if you can tell from the  
10 accent, but I originally went to college because I  
11 wanted to be a pilot. I kept getting lost, so I  
12 switched my major over to airport management. I  
13 got a degree in that. I've been doing it ever  
14 since, which was a really really good decision for  
15 me.

16 I've worked at a lot of really good airports  
17 from Gulfport-Biloxi Regional to Fort Lauderdale  
18 International, Tallahassee Regional. I was the  
19 airport manager in Slidell, Clemson, Jackson, and  
20 now here. So I've been moved around a lot, but  
21 that's kind of the nature of the beast.

22 I think to -- to get really good at this job,  
23 you need to experience a lot of good airports and  
24 learn the best practices from all of them. And I  
25 believe I've done a good job of doing that, and so

1 basically that's how I got here.

2 I'm a -- been here for five years. My  
3 passion -- I have two young adult daughters, both  
4 just the most perfect girls in the world. And one  
5 just graduated from grad school and got her first  
6 job in Maui. So I'm pretty excited about that.

7 So that's where I, you know, focus my time  
8 when I'm not at work, trying to spend as much time  
9 with my daughters as possible, and hopefully I can  
10 do that based out of St. Augustine.

11 MR. ASTRAN: Thanks, Sam. All right. Reba,  
12 now you can kick it off.

13 MS. LUDLOW: Okay.

14 CHAIRMAN OLSON: Go ahead, Reba.

15 MS. LUDLOW: Okay. I'm kicking it off, Sam.

16 MR. CARVER: Okay.

17 MS. LUDLOW: First tell me a little bit about  
18 your airport. Obviously I haven't been there, or  
19 not recently, anyway. And do you have commercial  
20 traffic and what about your GA hangars and  
21 population and things like that?

22 MR. CARVER: Okay. So we have pretty similar  
23 airports overall, I believe, but the big difference  
24 is we do not have any scheduled commercial air  
25 service. We're not a Part 139 airport.

1           We strictly a general aviation airport. We're  
2 actually designated as a national general aviation  
3 airport. That means we're one of the 80 busiest in  
4 the country. Like I mentioned, we have over 400  
5 based aircraft. We do a lot of operations. A lot  
6 of charter operations. We have flight schools.

7           The airport is I would say one of the safest  
8 airports in the country. Every airport I've been  
9 at, I've always stressed that. And we're a very  
10 financially strong airport. We have very strong  
11 reserves. I'm able to do a lot of projects and get  
12 a lot of projects complete by having those matched  
13 funds for FAA and FDOT.

14           So I've probably done more projects at my  
15 airport than most commercial airports in the last  
16 five years. I think I've completed 18 grant  
17 projects in five years since I've been there. So  
18 I'm kind of proud of that. That relates back to  
19 the safety, but I think that's a big part of what  
20 makes it such a safe airport.

21           But basically the airport does really well.  
22 You know, the -- you know, if you live on  
23 Jupiter Island or some of those bigger areas  
24 outside of West Palm, you're using our airport.

25           We have, you know, a lot of -- a lot of big

1 names, Tiger Woods, people like that that, you  
2 know, base their aircraft there, fly in and out.  
3 We have a U.S. Custom facility, a user fee facility  
4 much like yours that I completed building my first  
5 year there. So I was there from the ground up, and  
6 I'm pretty proud to say I've made it pretty  
7 successful. It's a pretty good moneymaker for us  
8 in -- in fees. So I've looked at yours. It looks  
9 like yours might could use a little tweaking.

10 Let's see. Like we have very large  
11 nonaeronautical tenants. We have two FBOs, two  
12 pretty good size FBOs. We have Atlantic Aviation  
13 like you have and we have APP Jet Center.

14 And there's been a lot of turnover lately,  
15 which was pretty interesting to deal with those  
16 guys on lease agreements, but they both now have  
17 long-term lease agreements. We get ten cents fuel  
18 flowage in addition to our land rent. So that's --  
19 that works out to -- to be pretty lucrative for us.

20 And then we also have some very large  
21 nonaeronautical tenants. Which I assume Grumman is  
22 one of your tenants. We -- you know, Witham Field  
23 used to have Grumman 40 years ago and then it  
24 became Triumph and now it's Daher.

25 Daher recently brought Triumph. So they build

1 fuselage parts for Boeing right now, and they --  
2 they employ, you know, just over 400 employees. So  
3 that's -- you know, they're a pretty good  
4 nonaeronautical tenant for us.

5 I think that's the -- we do have a contract  
6 tower similar to yours. Same company, Robinson.  
7 We're -- the open from 7 a.m. to 10 p.m. We have  
8 an airport noise advisory committee that keeps us  
9 pretty busy.

10 We have -- we have much more noise concerns I  
11 believe than maybe you have there. You know,  
12 there's -- there's a very big anti-growth movement  
13 in this county, has been for a long time, so the  
14 airport's not real popular to a lot of the voters,  
15 I guess you could say, so that's something I deal  
16 with constantly and making them happy.

17 And we do a lot -- and if I'm rambling on too  
18 long, let me know, I'll talk forever -- but the --  
19 we do a lot of community outreach at the airport.  
20 We have a really big air -- annual air show every  
21 year.

22 I like -- I've always -- every airport I've  
23 ever been at always believed that the airport is  
24 a -- belongs to the community. So every chance I  
25 get to let someone use the airport for the

1 community, as long as we can do it safely, I'm all  
2 for it.

3 Just this morning, I had a -- a meeting with  
4 Farm Dog Rescue, and I'm going to let them do a  
5 concert the end of March with Rodney Atkins. I had  
6 to look him up, but apparently he's pretty popular.

7 So we do a lot of -- I could go on more about  
8 the types of events and outreach we do, but  
9 overall, it's really a, you know, pretty -- pretty  
10 thriving airport.

11 MS. LUDLOW: So if you're able to do all that,  
12 then you're not a Part 139, you're -- what -- what  
13 is your designation?

14 MR. CARVER: Well, we're designated as a  
15 national general aviation airport.

16 MS. LUDLOW: That's right. I --

17 MR. CARVER: It's up to the carriers to decide  
18 what other FARs they would fly under.

19 MS. LUDLOW: That's right. And --

20 MR. CARVER: But we do have a lot of charters.

21 MS. LUDLOW: Okay. And we did have -- we have  
22 had a noise abatement committee here, also, you  
23 know.

24 MR. CARVER: Okay.

25 MS. LUDLOW: And it was like -- well, what



1           they found out is that it was NAS coming by after  
2           hours and using the runways because we had such  
3           good runways. So they were making noise.

4           MR. CARVER: That might be an easier fix.  
5           Yeah, geographically you're situated a lot better  
6           than my airport. My airport's, you know,  
7           surrounded by, you know, a lot of high-end  
8           neighborhoods.

9           MS. LUDLOW: I got it. I understand. So what  
10          about your GA hangars; do you have a big GA  
11          population?

12          MR. CARVER: So the airport does not. We  
13          don't control any of the hangars. We do -- and  
14          most airports I've worked at, we do direct strictly  
15          land leases. And the two FBOs have a majority of  
16          the land. And they -- so they're responsible for  
17          building hangars and then renting them out. So  
18          that's up to them on who -- how they fill them.

19          But since under their lease requirements, they  
20          were obligated to build, you know, a certain amount  
21          of hangars, they did that I think my first year.  
22          They -- they'll build hangars every second they can  
23          there. I get calls every other day for someone  
24          wanting to build a hangar there.

25          MS. LUDLOW: Interesting. Good deal. Well --

1           MR. CARVER: Now, one thing they are doing --  
2           just throw this in real quick. We do have some  
3           property on the airport now that is leased by the  
4           county public works department. It's 15 acres.  
5           And we're working to moving them off the airport so  
6           then we can make that aeronautical. And our goal  
7           is to make that shade hangars, about 60 shade  
8           hangars so we can kind of make sure the private  
9           pilots are taken care of, because the FBOs just  
10          want to build box hangars and fill them with jets.  
11          So we're doing that to protect the little guys.

12          MS. LUDLOW: That's good. That's good.  
13          Thank -- and your -- tell me about your runways. I  
14          can't remember.

15          MR. CARVER: Yeah, we have three runways,  
16          also, but our longest is only 5,820 feet.

17          MS. LUDLOW: Okay.

18          MR. CARVER: But that's just big enough to  
19          handle pretty much any Gulfstream or Falcon that's  
20          out there.

21          MS. LUDLOW: Well, if Tiger can get in there,  
22          I guess it's big enough.

23          MR. CARVER: I saw him last night.

24          MS. LUDLOW: I'll be darned. Good. Anyway,  
25          thank you. That's good.

1           MR. CARVER: Okay. Thank you.

2           MS. CASH-CHAPMAN: Could you talk to us a  
3 little bit about your management style? How you  
4 might describe yourself as a leader and what that  
5 would look like for our current staff.

6           We have an incredible staff here. We do not  
7 want to lose them. So if you could talk a little  
8 bit about yourself in that regard and how you can  
9 motivate them, build a rapport with them, and  
10 retain them.

11          MR. CARVER: Yeah. Well, I take a very team  
12 approach to management. I believe in -- in  
13 empowering employees, making it a place where they  
14 want to come to work every day. If -- we spend way  
15 too much of our lives at work. If people are  
16 coming to work and unhappy, then I'm doing  
17 something wrong or they're doing something wrong.

18          But, you know, I guess I'm -- I've taken  
19 plenty of these tests to figure out that I'm -- I  
20 land on these more of the visionary leadership side  
21 of things than not so much as the detail  
22 accountant-type number person.

23          But I think that works to an advantage  
24 because, you know, the -- well, I'm going to say  
25 this, that right now, my employees, if they found

1 out I was leaving, they would be a little upset. I  
2 think I have a good relationship with all of them.  
3 I don't know any of them that would be happy about  
4 me moving, but they would understand.

5 But I believe in employee development, giving  
6 them the training to be successful at their work.  
7 I send them to all the FDOT training classes. And,  
8 you know, I encourage them to, you know, if they  
9 can learn from me and go on and do better, I'm  
10 happy for them.

11 I have a young man that I hired as an  
12 operations coordinator, and he was working for  
13 about a year and a half, really sharp, and it was  
14 his first job and they actually hired him to be the  
15 manager at Okeechobee, a smaller airport.

16 And he was there about a year and a half, and  
17 then I create -- I was able -- going through the  
18 whole county process, I was able to create another  
19 position to steal him back at a higher position  
20 better pay. And Okeechobee didn't like it, but  
21 he's very happy to be there. You know, he's --  
22 he's one of those that fills in that void for me of  
23 being -- you know, in those little details. So it  
24 works out good.

25 But overall, I think my management style just

1 comes down to just respect. As long as -- and  
2 communication. As long as you're respectful and  
3 you communicate that to everyone, it's -- it's not  
4 a difficult thing to keep everybody happy.

5 MS. CASH-CHAPMAN: Great. Thank you.

6 And so, I know that you have a lot of general  
7 aviation tenant experience, but what are some  
8 things that you can bring to our airport to help  
9 build that rapport and put yourself out there for  
10 our tenants and our stakeholders that are here?

11 MR. CARVER: I can do a lot.

12 So a big -- when I tell people about my job  
13 and what it takes to be a good airport manager, the  
14 first thing I tell them is about building  
15 relationships.

16 I think I'm very good at building  
17 relationships. I reach out to the tenants. I have  
18 quarterly meetings. I communicate with them. I  
19 always say it's a lot easier to get things done if  
20 you're being proactive ahead of time.

21 For example, I have a really big project  
22 coming up Taxiway Alpha, which is our parallel  
23 taxiway. It's going to be very difficult. It's  
24 going to have to be done many phases just to keep  
25 the access open for all the tenants.

1           So I invite the tenants early on to all the  
2 planning so that they feel like they had buy-in for  
3 the plan from the beginning. So then it's a lot  
4 easier for them to swallow when they know, you  
5 know, part of the ramp's going to have to be  
6 closed.

7           So I think that's the key, is just good  
8 communication, you know, checking in with them,  
9 asking them, hey, what can I do for you? When you  
10 don't need anything from them. Then when you need  
11 something from them, it goes -- it's a lot easier.

12           And again, I think all my tenants, my FBO  
13 managers, they'll -- I know for a fact they'll be  
14 upset if I leave. But I was going to mention one  
15 other thing.

16           So, in Tallahassee, I actually created a  
17 program called the tenant appreciation program  
18 where we actually did that. We met quarterly at  
19 the tenants' lease and would meet with them  
20 on-site, and basically the whole theme of the  
21 meeting was what can we do for you?

22           It wasn't there to inspect them, to come down  
23 on them. We would finally review the lease and  
24 make sure everything was accurate and legal, but  
25 when you do those things of asking them first, it

1 helps.

2 So I don't know if that was the only part of  
3 your -- I'm just thinking about the tenants. If  
4 there's -- I could go on about more of what I can  
5 bring to the airport. I've made every airport I've  
6 ever worked at safer.

7 I'm fully confident, I come to your airport,  
8 it is no doubt going to be safer than before I got  
9 there. And -- and it's something I could possibly  
10 say about my airport, too, but it's just when you  
11 bring in a set of new eyes that knows what they're  
12 doing -- you know, when I worked at Fort Lauderdale  
13 International, I was airside supervisor, and my  
14 number one responsibility was ensuring that  
15 Fort Lauderdale International passed the annual  
16 inspect -- 139 inspection. So I kind of -- I know  
17 a good bit about 139 and what it takes to make it  
18 in compliance, get zero discrepancies, and be safe.

19 And then, you know, the safety comes in, too,  
20 you know, with making sure you have the proper  
21 personnel on the field to be able to -- and the  
22 training and the mentorship. So that -- and then  
23 the community outreach, I could go on and on about  
24 that, unless you want me to save that for later.

25 MS. CASH-CHAPMAN: I mean, I would listen to

1           that all day because that's where my heart lies,  
2           but I'm going -- I'm going to --

3           MR. CARVER:   Okay.

4           MS. CASH-CHAPMAN:  -- essence of time, let  
5           them ask their questions.

6           MR. CARVER:   I'll come back to that.

7           CHAIRMAN OLSON:  Okay.  Sam, a couple of  
8           questions.

9           You have -- as you mentioned, you've worked  
10          with, worked for, and seen a good number of  
11          airports.  Your current airport is under the  
12          county, under Martin County --

13          MR. CARVER:   Correct.

14          CHAIRMAN OLSON:  -- and so it's a department  
15          of the county.

16          And you know our airport is -- is overseen by  
17          an independent authority that is not -- does not  
18          have a parent government.  It is its -- it's been  
19          given its own governmental powers, which can be a  
20          great advantage in efficiently making decisions and  
21          acting on things.  But the buck stops here.  I  
22          mean, we -- this authority is responsible in the  
23          end for how the airport succeeds or doesn't  
24          succeed.

25          What do you see as the challenges of -- if you



1           were to move from a county-sponsored airport to an  
2           authority-controlled airport?

3           MR. CARVER: I don't see that many challenges  
4           because I have worked for authorities before, so I  
5           know what -- what goes on with authorities.  
6           Probably half of my airports have been authority,  
7           half have been city or county owned.

8           You know, the biggest thing is there's  
9           actually less bureaucracy involved having an  
10          authority. So that's an advantage. You don't --  
11          you know, your -- your authority is focused on  
12          what's best for the airport and the surrounding  
13          community, where the politicians that I have to go  
14          in front of sometimes are more worried sometimes  
15          about voters and how the voters see things. So I  
16          think that's an advantage.

17          The only challenge that -- you know, the  
18          advantage of being with the county is that you have  
19          access to more of the -- of resources that you  
20          might need in certain situations.

21          If I need an electrician -- you know, I just  
22          got a call before this -- you know, we've got a  
23          construct admin building project going on right  
24          now. They're calling me to try to make a call to  
25          get the building permit guy out there right away.

1           So that helps a little bit being with the county.

2           But overall, my experience has always been  
3 more advantageous to work for an authority. You  
4 know, yes, I'd have five bosses, but in a way, I  
5 have more than that working for a county. So I  
6 think it's -- I see it as an advantage.

7           CHAIRMAN OLSON: Okay. Thank you. Just an  
8 observation. You know, this is an elected  
9 authority, so we're worried about -- we should be  
10 concerned about what the voters are thinking, also.

11          MR. CARVER: That's true.

12          CHAIRMAN OLSON: I'd just add that.

13          MR. CARVER: And that is unique to me. I've  
14 worked for other authorities but they've all been  
15 appointed authorities.

16          CHAIRMAN OLSON: Yes. Right.

17          Okay. My next question is -- relates to one  
18 of the central challenges right now, is we've -- as  
19 we've all discussed, there's a huge growth in  
20 general aviation and the general aviation business,  
21 serving it, the whole move for people that can  
22 afford it, to fly privately and avoid the  
23 discomfort of commercial airline travel.

24          So, we are at our airport trying to scramble  
25 to accommodate all of that. And the top of the

1 list appears to be our -- our challenge with  
2 T-hangars.

3 We have a huge demand that is unmet for  
4 T-hangar space. We have 133 T-hangars. We think  
5 with grant support from the state that's been lined  
6 up and committed, that we can -- we might be able  
7 to build as many as 30 additional T-hangars in the  
8 next -- and deliver them within the next 24 months.  
9 However, our wait list is over 200, 200 waiting.

10 So, I'm not asking you to tell us our  
11 solution, but how would you approach the issue  
12 of -- and sort of a question that sort of is part  
13 of this, important question is, we could build a  
14 lot more T-hangars if we had a rent schedule that  
15 would allow us to finance, and we have those  
16 capabilities, to finance the full construction  
17 without the subsidy of grants and provide  
18 unsubsidized rents, but those unsubsidized rents  
19 would be considerably higher than our current rent,  
20 which is approximately \$430 a month, which I  
21 recognize is a lot lower than what is at -- I  
22 understood was at Stuart right now even in your  
23 community hangars and shade shingles that are  
24 there. And I also recognize that your organization  
25 does not directly manage or build or oversee the

1 T-hangar components there.

2 But how -- how would you deal with a -- how  
3 would you approach the problem of -- of concern in  
4 our GA -- our aircraft -- individual plane owners  
5 that our rents be going to be jacked up if we go  
6 with nonsubsidized construction and grow to adding  
7 more hangars but with economic rents that are paid  
8 for by revenue -- the revenues? Just how would you  
9 approach that?

10 MR. CARVER: So, I mean, the first thing I've  
11 got to look at is the available land for  
12 aeronautical development on your field.

13 Assuming that you do have that and it's in  
14 your current master plan and your Airport Layout  
15 Plan that it is developable for aeronautical  
16 purposes, the first thing I would do would meet  
17 with -- at our JACIP or joint aviation CIP planning  
18 and try to come up with a plan between the FAA and  
19 the -- or FDOT and see about moving those funds up  
20 sooner into the year. Which as long as you don't  
21 have any real pressing safety issues on your main  
22 pavement, that's not difficult to do, is to try to  
23 move those funds up to an earlier year. And again,  
24 the -- assuming you have the space.

25 And, you know, my first approach would be to

1 try to get funding. You could get a 50/50 grant  
2 typically for T-hangars if you don't have any other  
3 pressing. If you fund it yourself, then it sounds  
4 like, you know, your airport has the means to do  
5 that, but another option would be, too, is to do  
6 like we do at other airports -- I get calls all the  
7 time from -- right now somebody's trying to send me  
8 a proposal to come in and they will develop the  
9 land, they will rent it, they will -- I'm sorry,  
10 they will -- they will lease the land, they will  
11 build the hangars, the T-hangars, they will manage  
12 them, collect the rents for as short as ten years  
13 and then revert it back to the airport.

14 So it's kind of similar to the -- to the  
15 system we have with FDOT and FAA, and when we lease  
16 land to other people, but typically that's a 20-,  
17 30-year lease. Where these people see how they  
18 could come in and manage it now and that might be a  
19 way of expediting and getting T-hangars sooner by  
20 looking at that option.

21 But my first option would be to try to get the  
22 grants from FDOT. F -- in fact, FAA would not fund  
23 T-hangars, but FDOT would for possibly a 50/50  
24 grant.

25 CHAIRMAN OLSON: Okay. Just following up, we

1 do have the FDOT grants, so the 24-month delivery  
2 is simply the site preparation, bidding,  
3 construction, all of that.

4 But the second scenario you just mentioned,  
5 wouldn't that require, since private owners cannot  
6 access grants, it would have to be fully financed  
7 by private owners and they would need to have their  
8 own return on investment? And wouldn't that cause  
9 the rents to be so much higher than the rest of our  
10 T-hangar community?

11 I'm not sure how you would handle that huge  
12 differential in rent, but that's just my thought. I  
13 don't know if you -- you don't need to respond any  
14 more if you don't --

15 MR. CARVER: Yeah.

16 CHAIRMAN OLSON: -- if you don't --

17 MR. CARVER: It would be -- it would be  
18 something to delve into, obviously.

19 CHAIRMAN OLSON: Yeah. Okay. I think I've  
20 used up my time, so, Dennis, have at it.

21 MR. CLARKE: Okay. Hi, Sam. Some of my  
22 comments or questions are pretty much related to  
23 what Bob has just stated, and I'm very concerned  
24 about the capital improvement and the -- the  
25 long-range financial viability and projecting out.

1           Maybe -- I don't want to ask you a question, but  
2           I'll just lay some of the facts on the -- on the  
3           table and you can address them.

4           We have grants available from FAA, from FDOT.  
5           We have not -- this air -- this authority is  
6           availed itself to the state infrastructure bank  
7           line of credit, which we -- we would dearly love to  
8           initiate that, at least in my view we should, as --  
9           as the financial representative on the board.  
10          And -- and we have off -- nonaeronautical land  
11          available to us, between 800 and a thousand acres  
12          off the airport that represents a huge source of  
13          revenue that we need to analyze.

14          So, just describe for us the -- you know,  
15          your -- maybe your relationship with the FDOT, with  
16          the FAA, you know, grant folks, any long-range  
17          financial plans that you've been associated with  
18          that you marry up or you merge with the -- the  
19          capital plan.

20          One of the things we do, our project -- we do  
21          analysis on a project-by-project basis, but I've  
22          never seen a -- a long-range comprehensive  
23          pro forma financial projection that is the overall  
24          authority over a five-, ten-, or 20-year period.

25          So just, you know, don't want to ask you a

1 question, but if you can react to those -- those  
2 facts.

3 CHAIRMAN OLSON: Yes.

4 MR. CARVER: So it's -- yes, everything we do  
5 on the airport goes -- should go back to the  
6 master plan. We're currently finishing up a  
7 master plan right now which, you know, forecasts  
8 every project we should be doing.

9 Now you can make changes to it and to your  
10 Airport Layout Plan as you come up with new things,  
11 but that nonaeronautical property you're talking  
12 about, that sounds very intriguing, and gosh, I  
13 mean, I get calls -- I've got a list of people  
14 calling me for nonaeronautical property every day  
15 that I could think -- I could steal back to  
16 St. Augustine.

17 But -- so, you know, it all goes to that  
18 planning and having the relationships with the FAA  
19 and -- and the FDOT. And when you do things right,  
20 they don't mind finding money for you. I've  
21 learned that. That's why I was able to do 18  
22 projects in five years.

23 When your airport is doing things, they like  
24 giving away money and they don't like when you give  
25 money back to them. So when you become an airport



1           that does that, it -- they will find pockets of  
2           money whenever it's necessary. So that's what I  
3           would -- especially for things like those 50/50  
4           grants, those are not as difficult.

5                     If I can, and I'm not sure if I'm really  
6           answering a question, but just, I will -- this was  
7           something I would have brought with me, but just an  
8           example of I guess my success in working with  
9           grants and getting projects and capital projects  
10          done in a timely manner, this is a letter I got  
11          from our Florida Department of Transportation  
12          program manager. I'll -- I'll read it real quick.

13                    Sam, over the past few weeks, I have been  
14          reviewing all open grants and scheduling follow-up  
15          calls to address issues -- to address issues.  
16          Witham Field is the only airport in the district  
17          that I have not have any issues with grants. You  
18          accept grants as planned, begin work in a timely  
19          manner, upload contract compliance documents, draw  
20          down regularly, and keep me informed as issues  
21          arise. So instead of sending an e-mail for a  
22          meeting, I'm writing to say thank you and keep up  
23          the great work.

24                    So I think that -- I guess what I'm bringing  
25          up here, when you have that kind of a relationship

1 with the people that are giving you the money for  
2 these projects, it makes life a lot easier. And I  
3 don't know if I really got the question. I'm  
4 having a little bit of trouble hearing.

5 MR. CLARKE: You answered it very good. So  
6 that's a very impressive acknowledgment of your  
7 skill and efforts. Thank you.

8 MR. CARVER: I -- I'm pretty proud of that  
9 letter, so...

10 MR. CLARKE: Get that framed.

11 MS. LIOTTA: All right. Well, I think it's  
12 final question. I just have one, and that is,  
13 coming into a new airport, if you could design your  
14 own transition plan, what would it look like?

15 MR. CARVER: I would start out with -- I'd  
16 basically make my own little strategic plan with a  
17 work plan that would include some audits. The  
18 first thing I would do would be a safety audit of  
19 the entire airfield and come up with a work plan of  
20 what I thought could make that airport safer.

21 I would do the same thing with the -- with the  
22 grant program, I would evaluate that with working  
23 with my consultants. Then I would do the same  
24 thing -- plan for the financial strength of the  
25 airport and determine things that could be, you

1 know, our strengths, weaknesses, opportunities, and  
2 threats and what we could do -- what I could do to  
3 help bring in more revenue and make it a more  
4 financially self-sustaining airport.

5 I would do the same with -- I would probably  
6 do a beautification plan. Every airport I come to,  
7 there's also low-hanging fruit that maybe just a  
8 new set of an eyes that others might not have quite  
9 caught that -- you know, when it comes to signage,  
10 landscaping, it's easy to, you know, do things that  
11 make a good impression to the -- to the users of  
12 the airport.

13 And then I would also do, you know, same with  
14 the community outreach and the events. And with  
15 the -- the marketing, I would see if there's ways  
16 to increase the image with social media, events,  
17 outreach. You know, like I said before, I could  
18 mention 20 ideas I have and things that I've done  
19 and I'm currently doing, you know, to -- to make  
20 the airport more accepted and appreciated by the  
21 community.

22 One -- one just popped in my head. I did a  
23 ride the ramp -- I do a ride the ramp program here  
24 at Witham Field. I went out. I bought a  
25 24-passenger tram that we invite the public. I

1 got -- I got the biggest one they made so hopefully  
2 I can fit schools -- a school classroom.

3 But anybody that ever wants to come out and  
4 get a tour of behind the scenes at the airport,  
5 they're more than welcome to come out. And  
6 everybody that's ever taken that tour leaves the  
7 airport saying, wow, I didn't know that was here, I  
8 didn't know the airport played such a vital role to  
9 our local community and we're fortunate to have it.  
10 So that's a -- that's a small sample of some of the  
11 things I would do.

12 And of course I would get input from all the  
13 stakeholders. I would meet with all the employees.  
14 I would meet with all the -- the FBOs, the FAA  
15 managers, all the stakeholders, and get their  
16 opinion and then -- and then maybe some outreach to  
17 the -- I would have a barbecue and invite the  
18 public out to meet and get their opinion.

19 MS. LIOTTA: Okay. Thank you. I think at  
20 this point it's your turn to ask us questions.

21 MR. CARVER: Okay.

22 MR. ASTRAN: Yeah, now's the time, Sam, to ask  
23 a couple.

24 MR. CARVER: Okay. So, just based on that, I  
25 was just -- I'm kind of curious what the -- maybe

1           there's an overall sentiment from the local  
2           community about the airport.  Is it -- you know,  
3           I'd say every airport's a little different.  You  
4           know, you've seen one airport, you've seen one  
5           airport.  So I was just curious what -- if y'all  
6           had a -- had your pulse on what the public thinks  
7           or wants to get out of their -- their airport.

8                   MS. LIOTTA:  Yeah, we've actually been  
9           doing -- working with a consultant, a consultancy  
10          firm for a strategic plan for the airport, and part  
11          of that was polling not only airport users but the  
12          general community.  And the top two things that the  
13          general community wants is scheduled service and  
14          not to pay -- not to go back to being taxed by the  
15          airport.

16                 So the general community is interested in  
17          seeing commercial service here.  And of course  
18          the -- the general aviation community is very  
19          interested in seeing more -- more services and  
20          hangars here on -- on the field.

21                 MR. CARVER:  Okay.  Thank you.

22                 I was curious, is there -- do you currently  
23          have an ARFF station?  If you've had commercial  
24          service, do you know who and -- if there's a  
25          fire -- if there's a fire station on the field now?

1 We call it ARFF. Or is it --

2 MS. LIOTTA: Yes. It's only staffed when  
3 there's 121 service coming in --

4 MR. CARVER: Okay.

5 MS. LIOTTA: -- so mostly it's not -- it's not  
6 staffed.

7 MR. CARVER: Okay. Okay. And I know -- yeah,  
8 I think -- yeah, we've been through a few rounds  
9 now, so I think you've answered most of my  
10 questions, so thank you.

11 MR. ASTRAN: Okay. Thanks, Sam. Wanted to  
12 give you one last chance to just wrap it up and say  
13 a final statement to the board and then we'll get  
14 you going.

15 MR. CARVER: Okay. Well, thank you for  
16 letting me have this opportunity today.

17 It was funny, when -- I wrote her name down  
18 here, the first lady that talked about her goals,  
19 it sounded just like, you know, some of my notes.

20 If you want an airport manager that comes in  
21 with some -- a new set of eyes, some enthusiasm,  
22 that can make it a safer airport, make it a  
23 financially strong airport, make it an airport that  
24 does a lot of community outreach and builds  
25 positive relationships, I think I'm the perfect

1 candidate for it. I've done it before and I think  
2 it would be really nice for me to have the  
3 opportunity to come do that in St. Augustine. So,  
4 thank you.

5 CHAIRMAN OLSON: Thank you. Appreciate it.

6 MR. ASTRAN: Thanks, Sam.

7 MS. LIOTTA: Thank you.

8 MR. ASTRAN: We'll be in touch as soon as I  
9 hear, probably before the next board meeting, and  
10 then we'll go from there.

11 MR. CARVER: All right. Thank you. Look  
12 forward to hearing you from you.

13 MS. CASH-CHAPMAN: Thanks.

14 MR. ASTRAN: Take care.

15 (Pause in the proceedings.)

16 MR. ASTRAN: Hey, Sam, if you want to log off,  
17 I think we're going to chat a little bit after.

18 MR. CARVER: All right.

19 MR. ASTRAN: Okay.

20 MS. LUDLOW: I'm ready to go to the bathroom.

21 MR. ASTRAN: Okay. Are you guys on -- can you  
22 hear me? I don't know if --

23 CHAIRMAN OLSON: Yes. Yes, we can hear you.

24 MR. ASTRAN: -- I can hear you guys. Oh,  
25 there we go.

1           Okay. Bob, did you want to discuss or did you  
2 want to wait till the next board meeting to discuss  
3 any of the candidates?

4           CHAIRMAN OLSON: You know, we have a -- we  
5 have -- we have some options, I guess. This is an  
6 announced meeting.

7           One thing we can do that I think was a  
8 possibility is everyone just take whatever we --  
9 they've gleaned and -- and reflect on it for the  
10 next several days.

11           We have a publicly scheduled meeting for  
12 Friday. We could -- we could do some ranking and  
13 agree to a path forward perhaps negotiating, having  
14 one member of our board and you, Blake, try to  
15 negotiate a -- an agreement, or we could bring a  
16 person -- a top-ranked person in and -- and have  
17 some more visits with that top-ranked person and  
18 then at the end of that visit, if there was a  
19 general feeling, that that -- even sort of the  
20 positive feeling that that is the number one ranked  
21 and he would be good, then have a negotiating  
22 session with him.

23           I think a lot of practices -- and you know  
24 this better than any of us probably, Blake -- is --  
25 for agencies is that the board agrees to a



1 top-rated candidate and then there's an effort, a  
2 separate effort that's not in a meeting to do  
3 the -- the negotiation and report back to the  
4 board.

5 So we have all of those possibilities. Just  
6 like to hear any thoughts about which path forward  
7 is good from my colleagues here on the board.

8 MS. CASH-CHAPMAN: I would be very comfortable  
9 sitting on this for a little bit, kind of  
10 processing everything that we heard a little bit,  
11 and then maybe discussing it on Friday.

12 But I would like to think that if we do that,  
13 before we leave today, I would like for us to kind  
14 of make maybe a list of what's most important, what  
15 we're most looking for in a qualified candidate so  
16 that we're kind of basing everything off of the  
17 same rubric on what we're looking for specifically  
18 or what we can keep in mind moving forward, so that  
19 when we come back on Friday, we're sort of looking  
20 at the same things before we make a decision to  
21 bring forward.

22 MS. LUDLOW: I can tell you I would make a  
23 decision right now. It's very obvious to me out of  
24 the three, just looking at the backgrounds, which  
25 one I would take.

1           So I don't see where there's that much more to  
2 go through. We've gone through everything now. If  
3 we wait till Friday to do anything, it would just  
4 be to agree on one person.

5           CHAIRMAN OLSON: Other thoughts?

6           MR. ASTRAN: Are you asking me?

7           CHAIRMAN OLSON: No, no. I mean, we're --

8           MR. ASTRAN: Okay. I can't --

9           MR. CLARKE: I would hire all three and try to  
10 find a place for them.

11          MS. LUDLOW: You can't.

12          CHAIRMAN OLSON: You're the bean counter. Do  
13 we have enough beans for that?

14          MR. CLARKE: No, I'm be facetious. But, no,  
15 I -- all three candidates are very impressive in  
16 their credentials and their experience.

17                 I kind of favor one over the other just  
18 because he's here. You know, he's in -- well, he's  
19 in Florida and he has the experience and the -- the  
20 knowledge and the -- the -- I guess the train or  
21 the -- I'm at a loss for words, but he's managed a  
22 lot of projects and very successfully, and that's  
23 what we're faced with.

24                 I'm concerned with the capital improvement,  
25 and I love the community outreach and the safety,

1 and so, you know, my -- I would favor the final  
2 candidate over the other two, although that's not  
3 to say that there's anything wrong with them. But,  
4 you know, that's my thinking right now. I'd like  
5 to see us bring him in. I don't want to prolong  
6 this, and so that's my thoughts.

7 MS. LIOTTA: I also like Mr. Carver for all of  
8 those same reasons. He would hit the ground  
9 running with FDOT, so I don't think the other two  
10 candidates have as -- wouldn't -- would need to get  
11 up to speed maybe on the Florida specific grant  
12 process.

13 I don't think that's something that's  
14 dispositive necessarily, but it's definitely an  
15 advantage for Mr. Carver. It does seem he has a  
16 very successful track record of being able to focus  
17 on what the airport's -- his airport's good at and  
18 partner with other entities for doing other  
19 projects, more commercial development.

20 And I do also -- I did also like the first  
21 candidate. I think his -- what was his --

22 MS. LUDLOW: Brienza, Jerry.

23 MS. LIOTTA: Yeah, Jerry, yeah, Brienza. I  
24 thought he had a very -- I was really impressed  
25 with his economic development background. He might

1 be able to bring more to the table there, perhaps,  
2 with finding people throughout the country even who  
3 might be able to come here and do things. So, you  
4 know, to me, it's a tough choice between the two of  
5 them. Mr --

6 MR. CLARKE: Heefner?

7 MS. LIOTTA: Mr. Heefner, he was -- he was  
8 also very good. I just -- I think for me it  
9 just -- to me, it just came down to Mr. Carver and  
10 Mr. Brienza. I don't know sitting here today I  
11 could make an absolute decision, though.

12 MS. CASH-CHAPMAN: I agree very much with  
13 everything that you have just said. I mean,  
14 everyone brings some really really strong skills,  
15 and it's really just a matter of -- you know, I  
16 don't want to make this decision very quickly based  
17 purely off of emotion or purely off of a  
18 personality that came in. I really want to take a  
19 look at what's important to us.

20 Is it important to us that they have -- is  
21 their transition period important to us and what  
22 that's going to look like for our airport? Is it,  
23 you know, their Part 139 experience? Like what is  
24 most important to us? And I just want to make sure  
25 that we move forward quickly but also making the

1 right decision.

2 MS. LUDLOW: I would say if we took a poll  
3 right now, there would be four people for the same  
4 person.

5 CHAIRMAN OLSON: That's -- that person, that's  
6 a good thing to know, I mean, I guess. I -- I've  
7 gotten -- I mean, I do know -- I did spend time  
8 with Mr. Carver.

9 I'm not sure the Stuart airport is sort of the  
10 model we want to work toward. There's some  
11 fabulous things there, but they're being done by  
12 FBOs and I got -- became very impressed with what  
13 two FBOs competing with each other can do. And --  
14 and their commercial hangars are fabulous, their  
15 whole complex.

16 The -- the airport organization, the county is  
17 a very passive role in that, but -- and the airport  
18 itself -- it was interesting that beautification  
19 was mentioned as one of the front-burner things  
20 because there's nothing beautiful about the setting  
21 at Stuart airport. I -- its -- its approach and  
22 its surroundings are -- maybe that's one of the  
23 reasons the surrounding neighborhoods don't like  
24 it.

25 I thought the two other candidates -- again, I

1 agree with everyone that they're all three strong  
2 candidates and they would all probably do a good  
3 job for us. The other two candidates seem more  
4 self-assured.

5 I think having a candidate -- the value of  
6 having a candidate that is early -- earlier in his  
7 career is -- can have great benefit rather than a  
8 candidate that's maybe been to a number of airports  
9 and just is used to going for -- to a number of  
10 airports.

11 So a lot of it is I -- I think about the  
12 airport and how impressed I am with the airport  
13 before I think about -- as -- when I impart and I  
14 think about the candidate.

15 I do like self-assuredness. I do like easy  
16 winning personalities. Maybe it's the one  
17 candidate, the last candidate what we talked to was  
18 less comfortable with the Zoom. That's possible.  
19 That came off in the first interview, too, less  
20 comfortable, and we have to think about that. May  
21 be more personable on the ground.

22 So, but I -- I would not, you know -- I would  
23 not be part of the four -- I recognize we vote on  
24 things. So I'll just say that.

25 MS. LUDLOW: And that's fine because, you

1 know, I -- I put out the two. And, I mean, I made  
2 my choice initially and I -- but the other one --  
3 my choice initially was because of the background  
4 qualifications. There's just no comparison to the  
5 other two for the experience and background  
6 qualifications. But I do see the benefit of, like  
7 you said, having somebody local. But, no, my  
8 choice is the first thing I said.

9 MS. CASH-CHAPMAN: If -- if a lot of us are --  
10 are leaning between maybe two candidates, maybe I'm  
11 not hearing that right, but if one of them is  
12 local, is it possible that we invite two candidates  
13 to do in person because it's local, so we're not  
14 spending as much money to bring them here and  
15 spend -- fiscally responsible to do that? Is that  
16 an option for us or no?

17 CHAIRMAN OLSON: Oh, yeah. I mean, I think I  
18 would say that anything that gives us all -- all  
19 five of us a stronger idea about -- about this, and  
20 if it's more time with the candidates in person,  
21 that could be -- I would say that's worth the  
22 investment of a few bucks to have that happen.

23 MS. CASH-CHAPMAN: I mean, I would say I'd be  
24 comfortable leaving today -- if we could bring two  
25 candidates knowing that one is local, I'd be

1 comfortable making my decision down to two today.  
2 I don't know if I can narrow it down to one today.  
3 Any other thoughts?

4 MS. LIOTTA: Yeah, I agree.

5 So my question would be, if we were to do like  
6 local tours, you know, is there sort of an  
7 itinerary you could suggest for us what that would  
8 look like for, you know, people to do like a little  
9 bit of a meet and greet semi -- you know,  
10 semifinalist?

11 CHAIRMAN OLSON: Let me -- I mean, you're the  
12 expert, Blake, but one way that universities do it  
13 I think is really good is a lot of -- is schedule  
14 individual visits, brief but individual visits with  
15 important recruit poss- -- candidates, and then  
16 meet back as a group, and we would do that of  
17 course in a public meeting and share perspectives  
18 after that happened.

19 But it allows you to be much freer in -- in a  
20 one-on-one exchange, and that could happen. One  
21 way that we were talking about handling the deputy  
22 position before we shut down that process was bring  
23 two candidates in, give each one a -- Kevin gives  
24 great tours of the site. Have -- have Kevin give a  
25 one-hour tour of the airport and then have --



1 schedule individual meetings and, you know, make it  
2 pretty much a day visit.

3 MS. LUDLOW: Haven't both of these -- haven't  
4 Carver and Jerry Brienza -- I can't say his last  
5 name.

6 MR. ASTRAN: Brienza.

7 MS. LUDLOW: Haven't they both been here?

8 CHAIRMAN OLSON: I don't --

9 MR. ASTRAN: No. Due to a variety of  
10 unforeseen -- I think the hurricane affected --  
11 remember that random hurricane --

12 MS. LUDLOW: Right.

13 MR. ASTRAN: -- we were possibly going to  
14 have? That affected the in-person interviews. So  
15 actually no candidates came to meet in person.

16 MS. LUDLOW: Okay. I even meant in the past,  
17 you know.

18 CHAIRMAN OLSON: I don't know in the past.

19 MR. ASTRAN: I don't know that, either, yeah.

20 MS. CASH-CHAPMAN: But even a tour, just from  
21 a different perspective I think would be  
22 phenomenal.

23 MR. ASTRAN: Yeah, that's what we would  
24 recommend. When we have final interviews from  
25 people out of town or people who aren't local, you

1 want to give them a tour, and -- and usually that's  
2 the first thing in the morning. And it depends how  
3 much you guys want to do.

4 If it's a final candidate, I'd -- usually if  
5 you were just doing one person, you know, recommend  
6 either meet for breakfast or brunch or something  
7 and do the interviews, and it's more a formality at  
8 that point.

9 With this one, it depends. If you want to  
10 have them both -- food for thought. Do you want  
11 them both on the same day and stagger the  
12 interviews?

13 You know, if -- if Sam's probably going to be  
14 driving, you know, he -- it depends. You know, he  
15 might be able to do the later part. If Jerry's  
16 flying in, typically candidates like to fly in the  
17 night before. You don't want someone coming in  
18 that day kind of having just flown and woken up  
19 early.

20 So, you know, fly in the night before, hotel,  
21 and then do an interview first thing in the morning  
22 and then -- or, you know, tour, interview, and then  
23 if they can fly out that afternoon or if they want  
24 to stay on their own dime after that, they can.

25 So --

1           CHAIRMAN OLSON: Right. So we're -- we're  
2 talking about trans -- funding transportation and a  
3 night at a hotel here.

4           MR. ASTRAN: Correct.

5           MR. CLARKE: I think we should interview on  
6 different days.

7           MS. CASH-CHAPMAN: Yeah, I think different  
8 days would be better.

9           MR. CLARKE: Yeah, I don't think bringing them  
10 in on the same day is --

11          MR. ASTRAN: I think that's a good  
12 recommendation.

13          MS. CASH-CHAPMAN: I'd also like to make sure  
14 that they have enough time -- I know that you had  
15 mentioned in our previous meeting about almost like  
16 a town hall forum where the public could ask some  
17 questions, too. If that's something we'd still be  
18 interested in doing if we bring a candidate.

19          MR. CLARKE: I don't think that would be  
20 public.

21          MS. LIOTTA: Well, I think if -- I like that  
22 idea, and that could be something that's  
23 specifically like a tour. Not necessarily the  
24 board members are there for --

25          MS. CASH-CHAPMAN: Right.

1 MS. LIOTTA: -- but it could be like, you  
2 know, especially if they're coming in on different  
3 days, there's going to be some flexibility. I like  
4 the idea of giving our community an opportunity to  
5 give some feedback before we make a decision.

6 MS. CASH-CHAPMAN: Also I think that the  
7 current staff deserves a little bit of time with  
8 whoever we bring in here, because realistically  
9 they're the people that will be working day to day  
10 with him, and I think it's important that they get  
11 some feedback, too -- give us some feedback.

12 MR. ASTRAN: We'll take on the task and then  
13 let me know, you know -- it seems like a leader in  
14 the clubhouse so to speak. One possible thing you  
15 could do is have that be the second interview  
16 however that lines up.

17 And what we've told candidates before is if  
18 all goes well, be prepared to stay an extra day or  
19 come back the next day. You know, if it's Sam and  
20 he's able to easily come back the next day,  
21 basically clear the calendar for the following day  
22 because hey, you're the -- you're one that got  
23 selected, now we would like for you to meet with  
24 the staff. And at that point it's a little bit  
25 more a formality and getting by and a little less

1 pressure on the candidate.

2 But it is one thing that we've done in the  
3 past is if there's multiple candidates coming in  
4 for an interview and you anticipate making a  
5 selection from that, then asking one to stay on an  
6 extra day.

7 But that's just -- because they're going to be  
8 going through a lot, right? They have done this  
9 interview and then now we're asking them to fly in.  
10 And if they fly back out, then you want to come in  
11 again at some point to meet with the staff.

12 Unless you're talking about both candidates  
13 meeting with the staff and then you kind of get  
14 into a little -- then -- which is certainly fine,  
15 but then -- I've done that before, too. But maybe  
16 you ask -- everyone has an opinion and it's -- and  
17 as long as it's known that, they, this is for  
18 buy-in and for you guys to see, you know,  
19 potentially who you would be working with as  
20 opposed to you guys making a decision.

21 MS. CASH-CHAPMAN: Right.

22 MR. ASTRAN: You know. just all things to  
23 consider.

24 MS. CASH-CHAPMAN: Uh-huh. So what do you  
25 think?

1           CHAIRMAN OLSON: Okay. So do we need to pull  
2 out our calendars or how do we coordinate that?  
3 We're talking -- we'd be talking the soonest would  
4 be -- this is Monday, would be next week. Next  
5 week, right? The week of whatever. The 13th, is  
6 that what it is?

7           MR. ASTRAN: Yeah.

8           MS. LUDLOW: Look at all those.

9           MR. ASTRAN: And then the last question I have  
10 for you guys regarding these three candidates, do  
11 you want me to talk to Mr. Heefner and let him know  
12 that he will not be moving forward? Did you want  
13 to have that come from the board?

14           CHAIRMAN OLSON: I'm not -- I think he's  
15 strong, but -- and I think he's -- he's -- he shows  
16 more energy than either of the other two.

17           MR. ASTRAN: He's very -- he's a very  
18 impressive rising star, I think, in the industry.  
19 But we're not moving forward with him, I think  
20 is -- is what we've determined here, right?

21           CHAIRMAN OLSON: I'm looking for anyone else  
22 to chime in on that.

23           MR. ASTRAN: I have no -- seeing this from the  
24 board, it might be easiest if I do it and let him  
25 know and give him some feedback.

1 MS. LUDLOW: Well, we have to narrow it down  
2 somehow.

3 MR. CLARKE: I think it -- I'm sorry.

4 MS. LUDLOW: We can't keep all three. We have  
5 to narrow it down.

6 MR. CLARKE: One of -- one of the things that  
7 Mark Heefner said, that he -- you know, he's like  
8 to wrap up his project and he wouldn't be making a  
9 transition for a couple of months.

10 MS. LUDLOW: Right. He --

11 MR. CLARKE: You know, that would be --

12 MS. LIOTTA: That could just be a matter of --

13 MR. CLARKE: -- could be tough for him.

14 MS. LIOTTA: Just could be a matter of bad  
15 timing for a transition.

16 MR. CLARKE: Yeah. Love to see him come in  
17 here, but, yeah, we can't -- I don't think we can  
18 wait for, you know, whatever his time frame is.  
19 Let him wrap up his project in New York.

20 CHAIRMAN OLSON: Okay. So we're talking about  
21 some time during the week of next week. That's the  
22 week of February 13th.

23 MS. CASH-CHAPMAN: I think Mr. Burnett may  
24 have something to say before we move forward.

25 CHAIRMAN OLSON: Oh, Doug, go ahead. Yeah,

1 I'm sorry.

2 MR. BURNETT: And I'll speak loud so the  
3 microphones. I just want to know a couple of  
4 things out there. It may make -- may align you  
5 closer to list or it may go -- send you in a  
6 different direction. Either way, it may be useful.

7 You may want to make a -- have a motion and a  
8 second to short list down to two today so that then  
9 you have the clear direction to the third  
10 candidate.

11 As far as the interviews, you may want to  
12 consider the fact that how do you get them here if  
13 you want them here for the -- for an actual  
14 Airport Authority meeting?

15 So you may want to have the interviews -- if  
16 you look at timing-wise, two of you can interview  
17 any -- a candidate each at the same time, right?  
18 You can't be in the same room, but if you look time  
19 management-wise, for example, Ms. Cash Chapman  
20 could be interviewing Candidate Number 2, Mr. Olson  
21 could be interviewing Candidate Number 3.

22 CHAIRMAN OLSON: If they come in on the same  
23 day.

24 MR. BURNETT: Yes, sir. If they came in on  
25 the same day. You literally can knock that out in



1 a 9:00 to 10:00 window, turn around and then have a  
2 10:00 to 11:00 window. That opens it up then for  
3 two of the Airport Authority members to repeat the  
4 same process. And then finally the fifth Authority  
5 member to repeat the same process, and it may even  
6 go quicker.

7 But then you could have it set up to where  
8 then they could physically be here for an  
9 Airport Authority meeting so that they could stand  
10 here physically, introduce themselves to the  
11 public, the public can answer questions. If you  
12 wanted to direct a question towards one of those  
13 candidates, you could do in the public forum.

14 The only caution about that is, none of --  
15 neither one of those candidates can be a go-between  
16 to say, well, Mr. Olson and I talked about such and  
17 such during our meeting when they meet with you.

18 But otherwise, that may set it up for you to  
19 accomplish it in one day, because otherwise you're  
20 in a situation where even if you have them on  
21 separate days, if you want them here for the actual  
22 Airport Authority meeting itself, that's at least  
23 two trips potentially for them to be here.

24 CHAIRMAN OLSON: The other option is to talk  
25 with them in a -- in a meeting. That's the other

1 option other than the individual. Logistically  
2 that would probably be more efficient, but then --  
3 so...

4 MS. LIOTTA: Yeah, personally I would be fine  
5 talking to both of these candidates one-on-one, you  
6 know, through a -- through a Zoom or a Teams. I  
7 think, you know, follow-up discussions between  
8 board members and the candidates could be -- could  
9 be useful.

10 I don't necessarily think -- I think they  
11 should come out to see the airport for their own  
12 purposes, but, you know, for me to speak to a  
13 candidate, I don't -- I don't think that they need  
14 to physically be here for that. That could lighten  
15 the load.

16 MS. CASH-CHAPMAN: I agree with that.

17 CHAIRMAN OLSON: So if we go through the in --  
18 individual visits by Zoom, then we would end up  
19 with -- we could end up with one candidate that  
20 would come and do an on-site visit. That's another  
21 option.

22 MS. CASH-CHAPMAN: So I guess in -- in my  
23 head, the thought behind bringing the candidates  
24 here was not only for us to interview them, but for  
25 them to really interview us in -- in the space and

1 see if this is really where they want to be as  
2 well, right?

3 So I guess in my head, they'd start with --  
4 you know, they'd do a few things while they were  
5 here. They would have a little bit of time to do a  
6 tour. They would meet with us -- whether  
7 individual or not, I don't particularly care if  
8 it's all of us or one of us together. And then  
9 they would get some time with the current staff and  
10 then some time for the public to ask them some  
11 questions.

12 MS. LIOTTA: I agree with all -- I agree with  
13 all of that, I'm just -- I think it might be easier  
14 if we take the discussions with board members  
15 telephonically, whatever it's called now. That  
16 lightens up the ability for them to come in and do  
17 the tour, talk to staff, talk to tenants --

18 MS. CASH-CHAPMAN: So still do it --

19 MS. LIOTTA: -- and airport users -- yeah,  
20 they should come here, I think, but it would be a  
21 shorter day and may be more manageable if the --

22 MS. CASH-CHAPMAN: Yeah.

23 MS. LIOTTA: -- meeting with the board members  
24 part of it is done previously, you know, just  
25 online.

1 MS. CASH-CHAPMAN: That sounds good to me.

2 MS. LUDLOW: Okay. So are you saying do that  
3 on the same day or just interview each of them by  
4 Zoom and then determine which one or when they're  
5 going to come visit?

6 MS. LIOTTA: Well, I think we'll just have  
7 flexibility for each of us to just get on a  
8 calendar with the two candidates that doesn't have  
9 to be the same day. We just arrange that to happen  
10 so that we've all talked to the candidates by  
11 whatever date before they come to the airport to  
12 visit for the tour. I mean, I just think there's a  
13 lot of flexibility --

14 MS. CASH-CHAPMAN: I agree.

15 MS. LIOTTA: -- and we can -- we just need to  
16 get those things done before we -- next time we  
17 meet and we try to boil it down to the finalist.

18 MS. CASH-CHAPMAN: Reba, were you asking if we  
19 were going to meet with them individually and then  
20 pick one to bring here or were you --

21 MS. LUDLOW: I meant Zoom and then have one  
22 come visit.

23 MS. CASH-CHAPMAN: I think we -- I think what  
24 I'm hearing is that we're all going to do  
25 individual Zoom meetings if we wish to have a

1 follow-up interview with that person and then both  
2 candidates will still come to the airport and meet  
3 and do the other things, to kind of save a little  
4 bit of time but still get them both here so that  
5 they can also --

6 MS. LUDLOW: It's going to be difficult to  
7 schedule them for everybody to have their own Zoom  
8 meeting.

9 MS. LIOTTA: Well, we'd have to do that anyway  
10 to narrow it down to one person, right? So them  
11 coming -- whether they come to the airport or not,  
12 I mean, since we have a local candidate who can  
13 just drive up, it seems like there's little harm in  
14 having -- inviting him to come, you know -- so just  
15 going ahead and scheduling that and having them  
16 both come here.

17 MS. LUDLOW: That's fine whatever you guys  
18 decide.

19 MS. CASH-CHAPMAN: So do we want to make a  
20 motion to do that?

21 CHAIRMAN OLSON: If we're going to make a  
22 motion, we have to have public comment before that,  
23 so...

24 MS. CASH-CHAPMAN: Okay.

25 CHAIRMAN OLSON: But, I mean, we can certainly

1 discuss the possibility of making a motion. We  
2 just can't make it until we have public comment.

3 MS. LIOTTA: So I think we've got a couple of  
4 things. If -- Mr. Burnett very helpfully pointed  
5 out that if we're going to narrow the list, that  
6 should be a motion and then possibly the inviting  
7 of the other two might be a second motion. So I  
8 guess if -- if that's where we are, then we could  
9 do the public comment on -- on those points before  
10 we --

11 MS. CASH-CHAPMAN: I just have one more  
12 question. Are we -- do we want them here for an  
13 actual board meeting? Was that something that --

14 MR. CLARKE: I don't see that -- I don't see  
15 that that's necessary.

16 MS. CASH-CHAPMAN: Okay. I just wanted to  
17 make sure we're all on the same page.

18 MR. CLARKE: We're representing the public in  
19 this, so I don't know that --

20 MS. CASH-CHAPMAN: I just wanted to make sure  
21 we're on the same page with them.

22 MS. LIOTTA: And if they come up and visit and  
23 we've announced that so that there's like a meet  
24 and greet where people can talk to them --

25 MS. CASH-CHAPMAN: Right. That's what --

1 MS. LIOTTA: -- outside of being on the  
2 record --

3 MS. CASH-CHAPMAN: -- I had in mind. I didn't  
4 know -- I wanted to make sure we were all on the  
5 same page with meeting with the public versus  
6 coming to an Authority meeting.

7 MR. CLARKE: A meeting, yeah.

8 MS. CASH-CHAPMAN: Okay.

9 MR. CLARKE: Let's -- I don't think we need to  
10 do that.

11 MS. CASH-CHAPMAN: So we're looking to  
12 schedule individual Zoom meetings to narrow them  
13 down on our own but invite both candidates here so  
14 that they can meet with the public, get a tour and  
15 the staff and get their recommendations before we  
16 make a final decision? Is that -- is everybody on  
17 the same page with that before we --

18 MS. LUDLOW: Well, we need the one motion  
19 anyway to narrow it down to two.

20 MS. CASH-CHAPMAN: Right.

21 MS. LIOTTA: I think we're -- I think we're  
22 all going in the same direction, but the -- as Bob  
23 pointed out, we need to do the public comment  
24 before making a decision on the topic.

25 CHAIRMAN OLSON: And the Zoom meetings,

1 individual Zoom meetings would be if we wanted to,  
2 right?

3 MS. CASH-CHAPMAN: Yeah, I don't think they  
4 would be mandatory. If you have your decision,  
5 then --

6 MS. LIOTTA: Yeah, if --

7 MS. CASH-CHAPMAN: If you have nothing to  
8 follow up with, we wouldn't waste anyone's time --

9 CHAIRMAN OLSON: Okay.

10 MS. CASH-CHAPMAN: -- to do that, I would  
11 think.

12 CHAIRMAN OLSON: Okay. So looks like we may  
13 be ready for a motion, so I'm going to get the  
14 public comment.

15 MS. MARTIN: Can I sign one, please?

16 CHAIRMAN OLSON: Yes, go ahead.

17 MS. MARTIN: Do you have some, Cindy there?  
18 Okay.

19 CHAIRMAN OLSON: Jose?

20 MR. RIERA: Good afternoon. Jose Riera,  
21 133 Paranza Trace. I'm also the SAAPA airport  
22 liaison board member.

23 Regarding the candidates and the interviews, I  
24 see there's a lot of differences. I've -- I've  
25 done lots of interviews in my life in my 30-plus



1           some years of career as a chemical engineer. I  
2           have hired people. I have not fired any since I  
3           wasn't that important.

4                    But it seems to me like the person needs to be  
5           here so they can see what they're getting into.  
6           Because it could very well be that, you know, on  
7           Zoom, everything is fine, but once they get here  
8           they go, oh, I don't like the railroad tracks right  
9           across from there, as an example.

10                   So, I think they need to be here. They need  
11           to also meet with every one of you. They need to  
12           have an interview, the physical interview. Zoom is  
13           practical for long distances, but if they're here,  
14           give them personality feeling. You know, the --  
15           the cup of coffee, the story. So those are things  
16           that you-all need to learn from them and they need  
17           to learn from you as well.

18                   So I suggest to bring them here and have them  
19           talk to you personally each and bring them on  
20           separate days. Having to do all this on a single  
21           day is really strenuous. From experience, I can  
22           tell you that having to interview more than one  
23           candidate on a single day and then at the end of  
24           the day, your brain is fried.

25                   So, bring them on separate days, bring them to

1 here and let them meet each and every one of you.  
2 Let them feel your personalities. You can get the  
3 feel his personality. So that's my recommendation.

4 MS. CASH-CHAPMAN: Thank you.

5 MR. CLARKE: Thank you.

6 MS. MARTIN: Sacha Martin. I hope -- totally  
7 agree with Jose because Zoom is -- it is not a  
8 personal relationship. It's -- it's sort of like  
9 watching a movie or something. It's -- you can't  
10 really get a feeling for a person that's set for  
11 such an important decision to make.

12 I also feel it would be really great if each  
13 one could attend a board meeting, you know, that  
14 would be on different days obviously, because then  
15 they would be able to see the interaction with the  
16 whole picture there, and they would have to be in  
17 the future directing those meetings.

18 So, I agree, you know, each -- two strong  
19 candidates. Because I think you're also going to  
20 find you're going to have more questions for them.  
21 And if you meet them individually, something will  
22 come up that you didn't think of before as well.

23 So two candidates, two separate visits,  
24 one-on-one visits with the board members in person.  
25 It doesn't have to be a huge amount of time, but it

1           would -- I don't know. A person on Zoom is just  
2           not to me real.

3           You don't -- it's -- you know, like the one  
4           candidate, he -- he dropped his computer and stuff  
5           like that. I mean -- and then expose them to an  
6           actual meeting where people from the audience can  
7           actually ask questions, because that's what we do  
8           in a normal meeting.

9           CHAIRMAN OLSON: Okay. Thank you.

10          MR. CLARKE: Good points. Good points.

11          CHAIRMAN OLSON: Okay. Time to make a motion  
12          on which candidates we continue to look at and how  
13          we look at them to make -- to get to a final.

14          MR. CLARKE: I'll move that we consider Sam  
15          Carver and Jerry Brienza as our top two candidates.

16          MS. LUDLOW: I second that motion.

17          CHAIRMAN OLSON: Made and seconded. Okay.

18          All in favor?

19          MS. LUDLOW: Aye.

20          MS. LIOTTA: Aye.

21          MS. CASH-CHAPMAN: Aye.

22          MR. CLARKE: Aye.

23          CHAIRMAN OLSON: Aye. Okay. So we have two  
24          finalists we're wanting to look at more closely.

25          MR. BURNETT: Mr. Chairman, I just what make

1           sure. Was there any nay or was it unanimous?

2           CHAIRMAN OLSON: No, it was unanimous.

3           MR. BURNETT: Okay.

4           CHAIRMAN OLSON: Yes.

5           MR. BURNETT: Wanted to make sure it's on the  
6 record.

7           CHAIRMAN OLSON: Okay.

8           MR. HARVEY: Can you speak up a little bit,  
9 please?

10          CHAIRMAN OLSON: Sorry. Is my mic never  
11 working? Because I think I talk at the same bar --

12          MR. HARVEY: Everybody's -- everybody's  
13 talking -- I'm not picking it up at all.

14          CHAIRMAN OLSON: Okay. Okay. So now we need  
15 to make a decision about method. How are we going  
16 to get to one from two?

17          MS. LIOTTA: I think we'll have more  
18 information after we have a chance to do  
19 one-on-ones and they've had a chance to come and  
20 see the airport and potentially have different  
21 questions for us.

22          So I think it might be a good idea to just let  
23 them know, like Mr. Carver know that there's a  
24 board meeting on the 13th, for example and the 10th  
25 and if he could come up to one of those and he can

1 get to see a board meeting happening and check that  
2 box.

3 And potentially see if Mr. -- I'm going to say  
4 this wrong again, Brienza, if we want to try to  
5 schedule him for the 13th, then he would be able to  
6 do a tour and see the meeting on the 13th as well.

7 And then if we can arrange -- find a way to  
8 meet in person, that's -- you know, I take the --  
9 the feedback from the community as good, good  
10 points. So if we can meet in person, great. If  
11 Zoom ends up being what we have to do to get the  
12 interviews done, I think we should leave that --  
13 that flexible. So, I guess too long didn't read,  
14 find out when they're available to come, and if it  
15 can be on a board day, meeting day, even better.

16 CHAIRMAN OLSON: Okay. I would expect -- I  
17 mean, both candidates demonstrate they want --  
18 they're very interested, so they would -- we would  
19 invite them to attend -- your suggestion -- I just  
20 want to clarify what I heard.

21 Your suggestion is that we invite them to a  
22 board meeting and in a way that it's not the same  
23 board meeting, correct? And that -- will there be  
24 opportunities for them to -- I guess will they be  
25 on the agenda to be interviewed or asked questions

1 during that -- those board meetings? Is that  
2 something that we want or we don't want?

3 MS. LIOTTA: No.

4 MS. CASH-CHAPMAN: No.

5 MS. LIOTTA: I think those board meetings  
6 already have agendas that are quite full and set.

7 CHAIRMAN OLSON: Just to make sure they  
8 understand what their role is that day, they will  
9 be observing the board --

10 MS. LIOTTA: Yes.

11 CHAIRMAN OLSON: -- they'll be introduced here  
12 and they'll be observing the board, but they will  
13 be -- they'll have the opportunity for just private  
14 interaction, one-on-one interaction with -- with  
15 people -- with the board and others.

16 MR. CLARKE: Yeah.

17 MS. LIOTTA: And to meet the public and to do  
18 the tour. And then just being able to come and  
19 observe a board meeting, would give them more --  
20 more information about the airport.

21 CHAIRMAN OLSON: Right. And while they're  
22 here, it will be just our individual initiative to  
23 have one-on-one conversation with them -- with each  
24 of them.

25 MS. LUDLOW: So you're saying no individual

1 Zoom calls and just have -- just have them here and  
2 that will be our conversation with them. Is that  
3 what you're saying?

4 MS. LIOTTA: I think we'll just need to try to  
5 figure it out with their schedules.

6 For instance, February 13th, that entire  
7 morning I'm not available. So if someone were to  
8 come on that day to do tours and potentially meet  
9 with some of you in person, I wouldn't be able to  
10 do that, so I might have to meet with that person  
11 over a Zoom. Or maybe if they come in the night  
12 before, you know, meet up with them the evening  
13 before. We would have to just try to work around  
14 our collective schedules.

15 MS. CASH-CHAPMAN: Can I -- can I ask why  
16 we're going back to having them here for a specific  
17 board meeting?

18 MS. LIOTTA: Just so they can see the board  
19 meeting. Not so that they -- they wouldn't be on  
20 the agenda.

21 MS. CASH-CHAPMAN: So -- but what I'm saying  
22 is if we could schedule them to come here again on  
23 separate days and they would -- I mean, we don't  
24 need an hour individual with each of them, right?  
25 We maybe need like a 15-minute follow-up questions

1 with each of them.

2 So they would get the 15 minutes with each of  
3 us. They could have maybe a half hour, 45 minutes  
4 for the public that we could have a forum like this  
5 and the public can ask questions. They could have  
6 some time with the staff so they can get their  
7 questions answered. They have a tour.

8 I mean, I understand that our -- our -- one of  
9 our candidates is further away and might not be  
10 able to come back for a board meeting, but I don't  
11 know that they necessarily have to witness an  
12 actual board meeting for us to move forward and  
13 make a decision.

14 So I'm wondering if we can not worry so much  
15 about the 13th and just get them scheduled for a  
16 day that we can all be here and we can kind of get  
17 through, you know, an agenda for them so that they  
18 have time, 10, 15 minutes with each of us, the  
19 tour, and just kind of go through all of it so that  
20 we can make our decision and move forward without  
21 worrying about making sure they get to see what  
22 happens at a board meeting.

23 MS. LUDLOW: Well, my personal opinion is if  
24 they want to come to a board meeting, that's --  
25 that is up to them.



1 MS. CASH-CHAPMAN: Yeah.

2 MS. LUDLOW: I don't know why they would,  
3 believe me. But if they wanted to, I mean, it  
4 would just have to be really painful for them to  
5 have to sit there while we went over our nitpicky  
6 stuff. And by the way, I'm going to have to leave  
7 in eight minutes, period. So if you need me to  
8 vote for anything --

9 CHAIRMAN OLSON: Yeah, I think that there are  
10 some pluses and minuses.

11 MS. LUDLOW: -- I have to go.

12 CHAIRMAN OLSON: -- to having them here with a  
13 board meeting, but I think -- I think it could be a  
14 sort of jamming too much into one day and be almost  
15 a distraction from --

16 MS. CASH-CHAPMAN: Yeah.

17 CHAIRMAN OLSON: -- from that. So I tend to  
18 like your suggestion as to finding a day that  
19 each -- one day that each one of them separately  
20 can visit here and be available and just have a way  
21 that we -- we can have access to them as a board  
22 individually and that they can be -- get a tour  
23 with Kevin of the site and maybe even go and  
24 interact with others on the site and --

25 MS. CASH-CHAPMAN: Absolutely.

1           CHAIRMAN OLSON:  -- figure out a way to do  
2           that.

3           MS. CASH-CHAPMAN:  I think that will just take  
4           the stress off of trying to plan it all for the  
5           13th.  If we can all get it done, I think we're all  
6           in agreement on that, so...

7           CHAIRMAN OLSON:  Okay.  So, if -- if we could  
8           leave it up to just working the logistics of it  
9           with Blake and with our schedules so that we're  
10          not -- let me just ask.

11          Does anyone have an absolute day that they  
12          can't -- don't have a time, any time to have any  
13          interaction?  Any interaction.  Let's just leave  
14          those off the calendar and then we'll work -- we'll  
15          work the dates with that.

16          MS. LUDLOW:  Are you thinking that around our  
17          board meeting time around the 13th or are you  
18          thinking to fit it in?

19          CHAIRMAN OLSON:  No, it wouldn't -- it's  
20          whatever fits in and then the following scheduled  
21          board meeting that we have or if the board wants to  
22          have a special meeting, we'll just leave that open.  
23          Because we have a -- we have a board meeting on the  
24          27th -- 29th or 27th?

25          MR. CLARKE:  27th is a extra strategic

1 business planning, strategic business meeting. The  
2 17th is out for me as well as the 20th,  
3 President's Day.

4 CHAIRMAN OLSON: Which two days?

5 MR. CLARKE: 17th is a Friday and 20th is a  
6 Monday. That's a long weekend. I'd be gone.

7 MS. LIOTTA: I can't do the 13th and most of  
8 the 14th.

9 CHAIRMAN OLSON: Okay.

10 MS. LIOTTA: So block that whole day out.

11 CHAIRMAN OLSON: So the no dates are 17th, 20,  
12 13 and 14 of February.

13 MR. CLARKE: So 15 and 16 are open so far.

14 CHAIRMAN OLSON: Okay. So anyone else have an  
15 absolute bad day? Okay. We'll avoid those days  
16 and work with Blake on finding two days.

17 Okay. Okay. So I don't know that we need a  
18 motion on that, do we? It's simply the logistics  
19 of going forward. Do we need a motion on that?  
20 It's just a --

21 MR. BURNETT: As long as there's consensus and  
22 there's not an objection to it.

23 CHAIRMAN OLSON: Okay.

24 MS. LIOTTA: Yeah. No objection here. I  
25 just -- the 22nd's also bad for me. Sorry.

1 CHAIRMAN OLSON: Okay.

2 MS. CASH-CHAPMAN: Jennifer, doesn't be so  
3 busy.

4 MR. CLARKE: Washington's birthday.

5 CHAIRMAN OLSON: Okay. Okay. So any other  
6 business that we have today or should we stand  
7 adjourned? Any other business.

8 (None.)

9 CHAIRMAN OLSON: Okay. We are adjourned.

10 MS. LUDLOW: I make a motion we adjourn.

11 MS. CASH-CHAPMAN: Second.

12 CHAIRMAN OLSON: Don't need a motion.

13 MS. LUDLOW: I declare -- I'm glad you  
14 declared we're adjourned.

15 (Meeting concluded.)

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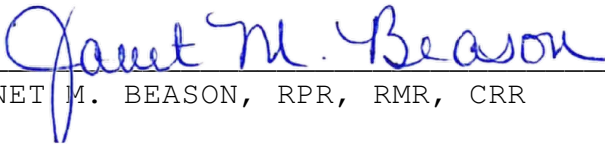
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Dated this 2nd day of March, 2023.

  
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JANET M. BEASON, RPR, RMR, CRR

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| <p><b>G</b></p> <p><b>got [74]</b> 4/11 4/13 8/3 11/1 11/11 11/20 13/8 27/9 29/9 31/6 31/8 31/14 32/24 36/6 38/23 39/5 45/24 46/2 47/23 51/20 51/20 51/20 52/8 55/7 55/8 55/16 56/20 56/21 57/25 59/1 59/5 63/8 64/23 65/20 69/4 69/15 70/4 73/15 73/18 73/19 78/17 80/15 80/16 82/11 84/9 85/17 85/21 86/20 87/5 89/20 91/4 91/6 91/15 92/16 93/17 95/3 98/17 99/8 99/13 100/1 100/5 105/9 111/8 113/22 113/22 116/11 120/13 121/10 122/3 124/1 124/1 133/12 140/22 150/3</p> <p><b>gotcha [1]</b> 39/18</p> <p><b>gotten [1]</b> 133/7</p> <p><b>governance [2]</b> 51/13 98/6</p> <p><b>governed [1]</b> 72/5</p> <p><b>government [6]</b> 21/2 21/25 22/4 71/18 72/14 112/18</p> <p><b>governmental [2]</b> 22/3 112/19</p> <p><b>governor [1]</b> 57/19</p> <p><b>grab [1]</b> 85/22</p> <p><b>grace [1]</b> 89/10</p> <p><b>grad [1]</b> 100/5</p> <p><b>graduated [1]</b> 100/5</p> <p><b>grant [13]</b> 25/16 25/24 26/1 29/10 33/22 35/18 101/16 115/5 117/1 117/24 119/16 122/22 131/11</p> <p><b>grants [18]</b> 24/23 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| <p><b>W</b></p> <p><b>well... [16]</b> 126/15<br/>130/18 139/21 140/18<br/>143/1 145/16 147/2<br/>148/6 149/9 151/18<br/>153/6 153/17 154/22<br/>157/6 160/23 163/2</p> <p><b>well-received [1]</b> 18/14</p> <p><b>well-rounded [1]</b> 69/12</p> <p><b>well-versed [1]</b> 60/19</p> <p><b>went [14]</b> 11/18 11/24<br/>12/3 12/3 12/18 16/16<br/>28/16 38/7 62/2 78/11<br/>83/4 99/10 123/24<br/>161/5</p> <p><b>were [62]</b> 5/16 7/12<br/>7/14 11/17 14/12 15/14<br/>15/21 16/5 16/6 16/19<br/>16/24 17/1 20/20 21/18<br/>21/19 21/19 22/16<br/>22/22 23/11 23/13<br/>23/16 23/17 26/11 28/9<br/>28/12 28/23 29/1 29/3<br/>29/5 34/1 34/9 34/11<br/>34/16 39/10 47/13 48/8<br/>54/12 57/18 61/5 68/2<br/>68/3 71/21 72/4 75/23<br/>83/4 83/17 85/11 97/7<br/>97/12 105/3 105/20<br/>113/1 136/5 136/21<br/>137/13 138/5 147/4<br/>148/18 148/19 148/20<br/>151/4 159/7</p> <p><b>west [8]</b> 12/23 13/2<br/>53/22 54/4 70/1 72/4<br/>85/4 101/24</p> <p><b>West Palm [1]</b> 101/24</p> <p><b>West Virginia [4]</b> 12/23<br/>13/2 53/22 70/1</p> 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<p><b>White Plains [1]</b> 12/6</p> <p><b>Whitney [1]</b> 54/11</p> <p><b>who [19]</b> 6/18 8/1 55/6<br/>55/7 61/16 61/19 62/20<br/>72/22 77/8 77/8 77/9<br/>89/10 94/24 105/18<br/>125/24 132/2 137/25<br/>141/19 149/12</p> <p><b>who's [3]</b> 53/25 55/7<br/>89/10</p> <p><b>whoever [2]</b> 35/9 140/8</p> <p><b>whole [13]</b> 27/3 54/1<br/>68/7 73/19 83/9 83/12<br/>86/20 108/18 110/20<br/>114/21 133/15 154/16<br/>163/10</p> <p><b>why [8]</b> 15/2 40/17<br/>46/3 49/4 67/15 120/21<br/>159/15 161/2</p> <p><b>wide [2]</b> 55/15 55/18</p> <p><b>wife [2]</b> 13/11 30/25</p> <p><b>will [37]</b> 4/12 6/7 17/8<br/>17/19 31/25 40/2 40/6<br/>41/20 48/9 48/13 63/25<br/>69/6 69/9 76/17 76/17<br/>81/22 90/14 117/8<br/>117/9 117/9 117/10<br/>117/10 117/10 117/11<br/>121/1 121/6 140/9<br/>142/12 149/2 154/21<br/>157/23 157/24 158/8<br/>158/12 158/22 159/2<br/>162/3</p> <p><b>willing [2]</b> 77/14 77/15</p> <p><b>window [2]</b> 145/1<br/>145/2</p> <p><b>winning [1]</b> 134/16</p> <p><b>wires [1]</b> 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22/18<br/>33/12 40/8 41/1 53/21<br/>54/3 54/16 99/16<br/>105/14 111/6 111/12<br/>112/9 112/10 113/4<br/>114/14</p> <p><b>working [29]</b> 15/9<br/>18/17 18/18 22/19<br/>22/23 23/7 33/6 34/16<br/>35/21 35/23 36/14 43/1<br/>53/19 58/6 61/23 62/5<br/>70/8 83/5 94/9 106/5<br/>108/12 114/5 121/8<br/>122/22 125/9 140/9<br/>141/19 156/11 162/8</p> <p><b>works [8]</b> 13/13 39/16<br/>68/1 91/9 102/19 106/4<br/>107/23 108/24</p> <p><b>world [3]</b> 48/7 84/22<br/>100/4</p> <p><b>worried [2]</b> 113/14<br/>114/9</p> <p><b>worry [1]</b> 160/14</p> <p><b>worrying [1]</b> 160/21</p> <p><b>worst [1]</b> 19/1</p> <p><b>worth [2]</b> 43/21 135/21</p> <p><b>would [157]</b> 4/3 6/14<br/>17/12 18/25 22/11<br/>23/14 25/18 25/22<br/>29/23 29/23 31/1 37/23<br/>39/9 39/16 39/19 42/10<br/>43/2 43/10 45/9 56/23<br/>58/21 59/10 59/14</p> | <p>63/17 64/16 66/24<br/>69/21 71/23 71/24<br/>71/25 72/1 72/20 75/13<br/>76/16 77/10 78/14 79/5<br/>81/2 81/18 85/25 86/7<br/>86/10 87/1 87/12 87/13<br/>87/13 87/23 88/15<br/>88/20 89/7 90/19 90/19<br/>101/7 104/18 107/5<br/>108/1 108/3 108/4<br/>110/19 110/23 111/25<br/>115/11 115/15 115/19<br/>116/2 116/3 116/8<br/>116/16 116/16 116/25<br/>117/5 117/21 117/22<br/>117/23 118/6 118/7<br/>118/11 118/17 118/17<br/>119/7 121/3 121/7<br/>122/14 122/15 122/17<br/>122/18 122/18 122/21<br/>122/22 122/23 123/5<br/>123/5 123/13 123/15<br/>124/11 124/12 124/13<br/>124/14 124/17 127/2<br/>128/21 129/8 129/12<br/>129/13 129/22 129/25<br/>130/3 130/9 131/1<br/>131/8 131/10 133/2<br/>133/3 134/2 134/22<br/>134/22 135/18 135/21<br/>135/23 136/5 136/7<br/>136/16 137/21 137/23<br/>139/8 139/19 140/23<br/>141/19 142/3 142/4<br/>143/11 146/2 146/4<br/>146/18 146/20 147/5<br/>147/6 147/9 147/20<br/>152/1 152/4 152/10<br/>154/12 154/14 154/15<br/>154/16 155/1 157/5<br/>157/16 157/18 157/18<br/>158/19 159/13 159/23<br/>160/2 161/2 161/4</p> <p><b>wouldn't [8]</b> 118/5<br/>118/8 131/10 143/8<br/>152/8 159/9 159/19<br/>162/19</p> <p><b>wow [7]</b> 18/19 57/5<br/>59/9 84/10 96/14 96/17<br/>124/7</p> <p><b>wrap [3]</b> 126/12 143/8<br/>143/19</p> <p><b>write [2]</b> 26/19 51/19</p> <p><b>writing [1]</b> 121/22</p> <p><b>written [2]</b> 90/23 92/17</p> <p><b>wrong [6]</b> 19/9 57/3<br/>107/17 107/17 131/3<br/>157/4</p> <p><b>wrote [1]</b> 126/17</p> <hr/> <p><b>Y</b></p> <p><b>y'all [2]</b> 94/2 125/5</p> <p><b>yeah [91]</b> 4/16 5/20<br/>6/10 7/4 8/15 9/8 9/12<br/>9/12 11/18 11/23 15/17</p> |
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| <p><b>Y</b></p> <p><b>yeah... [80]</b> 15/23<br/>16/13 16/13 16/22<br/>17/18 20/22 21/16 22/9<br/>23/20 24/11 30/23<br/>32/21 32/24 35/22 39/4<br/>39/8 39/18 41/22 43/22<br/>45/5 45/16 46/2 47/8<br/>47/17 48/4 49/1 53/5<br/>54/22 55/7 56/19 57/6<br/>59/11 64/23 69/11 70/8<br/>78/13 78/19 86/22 89/4<br/>89/15 90/22 91/7 91/12<br/>93/8 93/17 95/24 95/24<br/>96/9 105/5 106/15<br/>107/11 118/15 118/19<br/>124/22 125/8 126/7<br/>126/8 131/23 131/23<br/>135/17 136/4 137/19<br/>137/23 139/7 139/9<br/>142/7 143/16 143/17<br/>143/25 146/4 147/19<br/>147/22 151/7 152/3<br/>152/6 158/16 161/1<br/>161/9 161/16 163/24<br/><b>year [29]</b> 12/19 13/18<br/>16/3 16/6 29/9 29/11<br/>31/4 31/4 32/20 33/3<br/>36/23 55/22 55/22<br/>64/10 65/22 79/17<br/>88/23 90/18 99/3 99/5<br/>102/5 103/21 105/21<br/>108/13 108/16 116/20<br/>116/23 117/17 119/24<br/><b>year-round [1]</b> 79/17<br/><b>years [48]</b> 8/24 8/25<br/>10/10 10/19 10/25<br/>11/10 11/10 12/8 12/13<br/>12/17 12/21 13/3 13/9<br/>14/15 15/18 15/19<br/>18/11 26/12 30/14 33/3<br/>35/7 36/13 43/14 49/18<br/>50/11 50/19 50/21 57/2<br/>61/17 64/9 71/14 75/12<br/>77/7 78/22 79/1 91/6<br/>92/2 96/13 97/19 97/22<br/>98/23 100/2 101/16<br/>101/17 102/23 117/12<br/>120/22 153/1<br/><b>yelled [1]</b> 80/14<br/><b>Yep [1]</b> 26/7<br/><b>yes [24]</b> 7/2 7/15 16/1<br/>21/6 21/8 39/13 51/24<br/>52/25 56/1 58/18 59/15<br/>89/15 96/7 114/4<br/>114/16 120/3 120/4<br/>126/2 127/23 127/23<br/>144/24 152/16 156/4<br/>158/10<br/><b>yet [5]</b> 14/22 30/2 30/3<br/>46/21 81/21<br/><b>York [8]</b> 12/7 47/11<br/>52/11 57/19 79/15<br/>84/19 87/21 143/19<br/><b>you [760]</b></p> | <p><b>you'd [1]</b> 60/7<br/><b>you'll [2]</b> 60/1 77/7<br/><b>you're [69]</b> 3/7 5/9 5/16<br/>5/16 8/1 15/8 16/23<br/>20/1 20/2 20/8 20/14<br/>23/1 26/20 29/19 30/19<br/>31/23 35/13 37/8 45/24<br/>46/14 54/17 58/15<br/>58/15 58/23 61/10<br/>62/11 62/11 62/12 63/1<br/>63/2 63/5 64/14 67/22<br/>69/2 69/13 69/18 72/14<br/>73/12 77/6 78/25 79/8<br/>80/2 80/3 80/4 82/1<br/>83/11 84/4 84/6 85/14<br/>94/24 95/21 101/24<br/>104/11 104/12 104/12<br/>105/5 109/2 109/20<br/>120/11 130/12 136/11<br/>140/22 140/22 141/12<br/>145/19 154/19 154/20<br/>158/25 159/3<br/><b>you've [27]</b> 27/9 29/22<br/>31/6 31/8 31/14 38/23<br/>39/5 39/13 39/14 52/8<br/>55/16 69/4 73/15 75/6<br/>75/6 78/16 80/16 82/11<br/>84/9 85/17 85/21 112/9<br/>119/17 125/4 125/4<br/>125/23 126/9<br/><b>you-all [2]</b> 95/18<br/>153/16<br/><b>young [2]</b> 100/3 108/11<br/><b>your [171]</b><br/><b>yours [6]</b> 15/24 98/24<br/>102/4 102/8 102/9<br/>103/6<br/><b>yourself [11]</b> 11/19<br/>20/6 48/12 63/17 95/1<br/>95/19 98/16 107/4<br/>107/8 109/9 117/3<br/><b>yourselves [2]</b> 6/18 8/2<br/><b>youth [1]</b> 59/17</p> <hr/> <p><b>Z</b></p> <p><b>zero [3]</b> 81/4 81/4<br/>111/18<br/><b>Zoom [20]</b> 1/2 48/1<br/>48/4 134/18 146/6<br/>146/18 148/4 148/21<br/>148/25 149/7 151/12<br/>151/25 152/1 153/7<br/>153/12 154/7 155/1<br/>157/11 159/1 159/11</p> |  |  |  |
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