

ST. JOHNS AIRPORT AUTHORITY

Regular Meeting

held in The Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Monday, June 24, 2024

from 3:00 p.m. to 5:32 p.m.

\* \* \* \* \*

BOARD MEMBERS PRESENT:

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

\* \* \* \* \*

ALSO PRESENT:

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

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

COURTNEY PITTMAN, Interim Executive Director.

\* \* \* \* \*

JANET M. BEASON, RPR, RMR, CRR  
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## 1 P R O C E E D I N G S

2 CHAIRMAN LUDLOW: It's 3:00. We'd like to  
3 call this meeting to order, please. And let's do  
4 the Pledge of Allegiance lead by Bob Olson.

5 PLEDGE OF ALLEGIANCE

6 CHAIRMAN LUDLOW: Thank you. Thanks for  
7 everybody -- hey -- being here. I see my old  
8 friends. It's only been a week, right?

9 So the first thing on the agenda, we would  
10 have -- like to have agenda approval. I have a  
11 change, if no one else do.

12 MINUTES APPROVAL

13 MR. CLARKE: Minutes approved?

14 CHAIRMAN LUDLOW: Oh. I'm -- I'm looking at  
15 the wrong one. The newest one says we have to have  
16 our minutes approval.

17 So, on April -- can I do all those at one  
18 time? April 22 workshop, May 13th board meeting,  
19 June 3rd workshop, June 3rd board meeting. Do I  
20 hear a motion?

21 MR. OLSON: So move.

22 MS. LIOTTA: Second.

23 CHAIRMAN LUDLOW: So moved -- and so moved by  
24 Bob Olson and Jennifer Liotta. So, passes  
25 unanimously?

1 MR. CLARKE: I do. Aye.

2 MR. OLSON: You've got to take a vote.

3 CHAIRMAN LUDLOW: Aye.

4 MS. CASH-CHAPMAN: Aye.

5 CHAIRMAN LUDLOW: Aye.

6 MR. OLSON: Aye.

7 MS. LIOTTA: Aye.

8 CHAIRMAN LUDLOW: All right. Thank you.

9 AGENDA APPROVAL

10 CHAIRMAN LUDLOW: Now we get to agenda  
11 approval. I have too many notes here. And I would  
12 like to move the -- since it looks like it's the  
13 first old business, you know, that's just -- those  
14 will be business items, I'd like to move the  
15 executive director search down to the bottom of --  
16 of old business because it may coincide with CAO.  
17 We may have questions regarding those. Do you mind  
18 if I move -- here it is, I'm sorry -- our old  
19 business and put Shandon down here?

20 MR. OLSON: Oh, okay.

21 CHAIRMAN LUDLOW: Is that okay?

22 MR. OLSON: Yeah. Yeah, I see.

23 CHAIRMAN LUDLOW: Okay. Does anybody have any  
24 objection to moving Shandon to the last item on  
25 the --

1 MR. CLARKE: Yeah.

2 MR. OLSON: Yeah.

3 CHAIRMAN LUDLOW: Okay. Agenda approved as  
4 modified.

5 BUSINESS PARTNER UPDATES

6 CHAIRMAN LUDLOW: Business partner updates.

7 Mr. Henry Dean. Welcome, Henry. I'm sorry.  
8 We ignored him last time and he showed up and we  
9 didn't -- so...

10 COMMISSIONER DEAN: That's okay. Am I  
11 supposed to sit now to talk or stand or does it  
12 matter? I'll lean. I'll lean.

13 CHAIRMAN LUDLOW: Do that.

14 COMMISSIONER DEAN: I wanted -- I wanted to  
15 mention two things quickly and then answer any  
16 questions if you have them on any other subjects.

17 But one of the reasons I really enjoy being a  
18 county commissioner -- two reasons really. Last  
19 week, the things I get to participate in and -- and  
20 jointly with my fellow commissioners and staff,  
21 achieve for the residents of this county, the first  
22 was last Wednesday, we celebrated the moving of the  
23 Canright house, the house that Dr. Martin Luther  
24 King, Jr. visited when he was here during the 1964  
25 Civil Rights activities, and we moved that to the

1 West Augustine side on the Memorial -- the Florida  
2 Memorial University. And it was a very nice  
3 ceremony we had.

4 And that's also going to be the site we  
5 hope -- I'm 99.8 percent certain that we're going  
6 to have the state black history museum awarded to  
7 St. Augustine, and that's where the location will  
8 be. It's pretty exciting.

9 In addition to the medical clinic that's going  
10 to be under construction later this year or maybe  
11 the first quarter of '25, a very very exciting  
12 medical clinic with a YMCA and a couple of other  
13 ancillary facilities.

14 I think that we're really moving greatly ahead  
15 in West Augustine, which I'm very excited about,  
16 and I'm glad to have participated during my tenure  
17 on the advancements that we've been able to make in  
18 West Augustine. That was on Wednesday.

19 Then on Friday, I had the opportunity to go  
20 with Congressman John Rutherford and a number of  
21 staff and my fellow commissioner, Sarah Arnold,  
22 looking at the -- possibly what we plan to do,  
23 assuming we can get sufficient federal funding, is  
24 to construct a one-and-a-quarter-mile seawall along  
25 the west side of the Vilano Beach neighborhood,

1 North Beach we call it.

2 They -- it's not so much ocean flooding during  
3 hurricanes, but it's nor'easters and hurricanes  
4 that create a backwash or a reverse cycle and  
5 floods those homes that really -- are really  
6 exposed to flooding in the interior of  
7 Vilano Beach. And so, we looked at how -- where  
8 and how the seawall would be constructed. And we  
9 did that Friday morning.

10 And that's pretty exciting if we can make a  
11 giant step to save those homes in the future,  
12 because they're at great risk, and a number of them  
13 have in fact suffered flooding. Not so much from  
14 the ocean, but from the Intracoastal overwashing  
15 during the storm surge and flooding the interior  
16 residents.

17 So those were, you know, two really, I guess  
18 for me, exciting events that we as a county are  
19 accomplishing. And I'm pretty proud of our staff  
20 and my fellow commissioners, and certainly John  
21 Rutherford, if he is able to do what he can do,  
22 which he's pretty effective, if you know John.

23 So I'll be happy to answer any questions on  
24 any other county issues.

25 CHAIRMAN LUDLOW: I think you guys are doing

1 great work on that. I saw your pictures on the  
2 news, probably, or Facebook.

3 COMMISSIONER DEAN: Better than the  
4 Post Office.

5 CHAIRMAN LUDLOW: Didn't have a number under  
6 it. So that's good and it's -- in the heat you  
7 guys were out there. So, thank you for what you do  
8 for us, Henry.

9 COMMISSIONER DEAN: You're welcome.

10 CHAIRMAN LUDLOW: Thank you.

11 COMMISSIONER DEAN: Thank y'all.

12 And by the way, you know, the staff, starting  
13 with Joy Andrews and her economic development  
14 staff, remain fully committed to moving ahead  
15 arm-in-arm with the Airport Authority because y'all  
16 have got some exciting projects underway and some  
17 on the drawing table. But we're -- we're here to  
18 be your partner in any way we can.

19 CHAIRMAN LUDLOW: Thank you. We appreciate  
20 that. Vinny?

21 MR. BEYERS: I don't have any comments right  
22 now.

23 CHAIRMAN LUDLOW: No comments from Vinny.  
24 Okay. Jose Riera?

25 MR. RIERA: Yes. First of all, thank you very



1           much for all you-all have done to get  
2           Wings n' Wheels being a successful thing.

3           I want to publicly acknowledge a lot of people  
4           here. Sacha Martin did a great job. People from  
5           Passero & Associates that helped me by giving me a  
6           scale layout in which I had to go the old-fashioned  
7           engineering stuff of cut and paste since I couldn't  
8           use my computer. So they helped me out.

9           All the volunteers from SAAPA who helped us  
10          out here. Yes and yes. All the other personnel  
11          that participated from Nimbus, and all the pilots.  
12          The execute -- interim executive director and his  
13          group did a great job in helping us out. So that  
14          was really a success.

15          I have a list, you know, and I don't want to  
16          spend a long time here thanking everyone -- I've  
17          already sent thank you notes by e-mail with the  
18          pictures. And if you're interested in looking at  
19          the pictures that I took, get with me and I'll send  
20          you a link. It's only 37 pictures out of the about  
21          200 that I took while I could while I was trying to  
22          park airplanes as well. It was very successful.  
23          So, thank you, thank you very much. I really  
24          appreciate that.

25          Now let me change hats real quick.

1 U.S. Coast Guard, July 4 Operation Dry Water,  
2 coming up. If you're boating, please be aware that  
3 we're going to be having an operation in which law  
4 enforcement's going to be really strict.

5 We're trying to reduce the number of  
6 fatalities alcohol-related and party time during  
7 the July 4th weekend. So it's 3, 4, and 5th of  
8 July. It's going to be what's called Operation Dry  
9 Water. So the Coast Guard and many law  
10 enforcement, other partners of the Coast Guard, are  
11 going to be in full force doing that.

12 Other than that, again, thank you so much for  
13 helping us out getting Wings n' Wheels up and  
14 running and flying.

15 CHAIRMAN LUDLOW: Thank you. It was an  
16 absolute great success. It was a lot of work and  
17 it was hot, but we had 189 cars parked on the  
18 inside and then we were full and we had to park  
19 them on the outside.

20 We had helicopters, we had big planes, little  
21 planes, a great turnout. I wish we had some way to  
22 estimate how many people were there, you know. I  
23 don't know how to do that because there were a lot  
24 of people. So, thank you, Jose, it was a great  
25 great --

1           MR. BEYERS: I attend many cars shows annually  
2 and that was probably one of the busiest ones I've  
3 been to.

4           CHAIRMAN LUDLOW: Really? That's good. Vinny  
5 goes to these often and that's one of the biggest  
6 and best ones he's ever seen. I think we did good.  
7 It's our second year. You know, we make mistakes  
8 and we're learning.

9           Okay. And Nate McKendrick of  
10 Northrop Grumman.

11                               (Not present.)

12           CHAIRMAN LUDLOW: And Reid Deputy, AOPA. Yay.  
13 We have a new speaker for AOPA.

14           MR. DEPUTY: Good afternoon. My name is Reid  
15 Deputy. I've been -- I've lived here in  
16 St. Augustine for the last approximately seven  
17 years. And as Reba pointed out, I am the new  
18 representative or volunteer for the AOPA taking  
19 over Bruce's responsibilities. Looking forward to  
20 working with y'all.

21           MR. BLOCKER: Thank you.

22           CHAIRMAN LUDLOW: Okay. Nothing to -- nothing  
23 to -- else to report.

24           MR. DEPUTY: Nothing to report.

25           CHAIRMAN LUDLOW: That's good. Thank you.

1 Well, thank you for making it at 3:00. You know,  
2 we'll try to keep them back at 4:00 from now on,  
3 but it was just -- that's just the way it was  
4 today.

5 Okay. No other discussion, we can go to our  
6 old business items. The first thing up is our  
7 Gun Club lease.

8 GUN CLUB LEASE

9 MR. ROBERTS: I -- I'm sorry.

10 CHAIRMAN LUDLOW: Yeah.

11 MR. ROBERTS: Yeah, I'll be brief.

12 There's a very extensive write-up of this in  
13 the package starting on Page 6. All of the  
14 material terms through Page 11, they remain as  
15 previously discussed on our intake decision and --  
16 and so, in a sense, it's a very straightforward  
17 simplified lease because there is no development.  
18 That's kind of the point.

19 And so, with that, I would just maybe ask if  
20 there are any questions about it. Otherwise, we  
21 would just like authorization to complete its  
22 formulation and execution of the Gun Club lease.

23 CHAIRMAN LUDLOW: And I -- I think you have  
24 really kept us up to date on what's going on with  
25 the Gun Club lease, and I understand time is of the

1 essence here --

2 MR. ROBERTS: Yes.

3 CHAIRMAN LUDLOW: -- and so, do we have any  
4 board discussion before public comment?

5 MR. ROBERTS: Ms. Liotta had her hand up.

6 CHAIRMAN LUDLOW: Yes.

7 MS. LIOTTA: I had a question. I was going  
8 through the bullets -- thank you for the  
9 write-up -- and I saw that there's a requirement  
10 that there be some kind of buffer between any water  
11 feature and the edge. Is that defined? Because  
12 ambiguities can be problematic in a -- in a lease.

13 MR. ROBERTS: So there's a diagram. And so  
14 the water buffer really is this area here  
15 (indicating). That's all.

16 MS. LIOTTA: So is it in between the water and  
17 the property line there has to be like some sort of  
18 vegetation? Is that -- like, how big does that  
19 have to be? I mean, how --

20 MR. ROBERTS: It will be --

21 MS. LIOTTA: -- many feet high? You never  
22 know.

23 MR. ROBERTS: It will be approximately as the  
24 diagram shows on Page 7, on the top of Page 7.

25 MS. LIOTTA: Okay.

1 MR. ROBERTS: So, if you -- if you look to the  
2 left of Page 7, you can see where the Gun Club  
3 property is. And basically --

4 CHAIRMAN LUDLOW: If anybody would like to  
5 look at this, they're welcome to take mine.

6 MR. ROBERTS: -- any development would be over  
7 here and they would have -- they would have this  
8 buffer area that looks like the little hook on the  
9 bottom.

10 MS. LIOTTA: Okay.

11 MR. ROBERTS: Am I making sense? The  
12 little -- the part that tracks the peninsula up to  
13 an old road. There's actually an old historic road  
14 that you can barely see in the photograph that goes  
15 across. So it goes down to that. That was the  
16 intent of that language.

17 MS. LIOTTA: Okay. Well, if you're reasonably  
18 satisfied that that's not vague and going to lead  
19 to arguments later, then --

20 MR. ROBERTS: We're going to have it meted and  
21 bounded.

22 MS. LIOTTA: Okay.

23 CHAIRMAN LUDLOW: Thank you. Is there any  
24 public comment on the Gun Club property lease?

25 (None.)

1           CHAIRMAN LUDLOW: Seeing none, it comes back  
2 to the board. Any other comment?

3                                   (None.)

4           CHAIRMAN LUDLOW: Then we need to vote. So  
5 Ms. Michelle, how do you vote to pass this  
6 resolution?

7           MR. OLSON: We need a motion.

8           MR. BLOCKER: Madam -- Madam Chairman, just --

9           CHAIRMAN LUDLOW: What'd I forget?

10          MR. BLOCKER: -- we just -- we just need a  
11 motion and then a second.

12          MS. LIOTTA: I have one -- I'm sorry, one more  
13 question. I'm sorry.

14          CHAIRMAN LUDLOW: Okay.

15          MS. LIOTTA: Do you think that this is  
16 separate and apart from Volato matters?

17          MR. BLOCKER: I do.

18          MR. ROBERTS: I do.

19          MS. LIOTTA: Okay.

20          CHAIRMAN LUDLOW: Thank you. And I did forget  
21 motion. So, yes, we -- I do motions before I do  
22 public comment.

23          MR. BLOCKER: Yes, ma'am. You can do a  
24 motion, see if there's a second, and then open it  
25 up to public comment.

1 CHAIRMAN LUDLOW: Okay.

2 MR. BLOCKER: Yes, ma'am.

3 CHAIRMAN LUDLOW: So do I have a motion to  
4 accept this board resolution?

5 MR. CLARKE: I'll make it.

6 MR. OLSON: Second.

7 CHAIRMAN LUDLOW: Made and seconded. Any  
8 public comment?

9 (None.)

10 CHAIRMAN LUDLOW: Okay. No public comment.  
11 No board comment. Vote. So, Ms. Michelle?

12 MS. CASH-CHAPMAN: I am in favor.

13 MR. CLARKE: Aye.

14 MR. OLSON: Aye.

15 MS. LIOTTA: Aye.

16 CHAIRMAN LUDLOW: And aye. Passes  
17 unaniously. Thank you.

18 MR. ROBERTS: Thank you.

19 T-HANGAR PROJECT

20 CHAIRMAN LUDLOW: Next thing on the agenda is  
21 T-hangar project. And is Passero here? There you  
22 are. I thought you might be here.

23 So, staff requests a board resolution to  
24 approve the base bid for immediate commencement and  
25 placed of Bid Additives 1 through 3 within



1           forthcoming capital budget.

2           MR. OLSON: Madam Chair, I had a -- ended up  
3           having a couple of more questions that I'm sure  
4           Passero can answer and -- maybe.

5           The FAA portion of this project is \$1,459,000  
6           and some change. And that is pending approval out  
7           of the Bipartisan Infrastructure Law funding.

8           MR. HOLESKO: Yes, sir.

9           MR. OLSON: Pending approval, what approval  
10          are we -- would we need for that in order to get  
11          that?

12          MR. HOLESKO: It would actually follow on  
13          your -- your resolution today to award that  
14          specific component of the work. Then we would  
15          submit -- the Airport Authority would submit the  
16          grant application for those funds, which is  
17          available to you now. So, as soon as you identify  
18          that's the component, you'll -- you'll send the  
19          grant. The -- the funds are available from the FAA  
20          now on a drawdown basis, so --

21          MR. OLSON: But there's an airport alloc- --  
22          there's an allocation of funds per airport, right?

23          MR. HOLESKO: There is. There is. And the  
24          funds that Matt has identified in the letter is  
25          your allocation. And you will still have future

1 allocations in future years, so you're not using  
2 all of your FAA BIL funds.

3 MR. OLSON: The only allocation I saw for FY24  
4 for NFRA under the bill was \$851,000. So, is it --  
5 there another year it's coming out of, also?

6 MR. HOLESKO: There is. There is.

7 MR. OLSON: Is that's 90 -- or 90 --

8 MR. HOLESKO: I believe --

9 MR. OLSON: Is that '25?

10 MR. HOLESKO: I'm looking up on the screen.  
11 Again, Matt is not here today, he is off this week,  
12 but I'm -- give me a moment to look on the screen  
13 because that was Matt's worksheet.

14 Okay. So on the top of the worksheet, you're  
15 using actually --

16 MR. OLSON: Oh, I see.

17 MR. HOLESKO: -- 2022 funds --

18 MR. OLSON: Okay.

19 MR. HOLESKO: -- '23 funds, and '24 funds.

20 MR. OLSON: So we have not drawn down the '22  
21 yet.

22 MR. HOLESKO: Correct. So it's those three  
23 years of funds. And then so you'll still get '25  
24 and '26 funds also on top of that. But you're  
25 using the '22, '23, and '24.

1           MR. OLSON: Okay. So that's certain -- that's  
2 certain funding.

3           MR. HOLESKO: Yes. Yes.

4           MR. OLSON: Okay. Okay. That's about -- that  
5 was my only question for you, other than to make  
6 the observation that it's committing 1.858 million  
7 of Authority funds to commit to this contract.

8           That's both our intended match plus funding  
9 the cost -- funding the amount over the estimate --  
10 engineer's estimate. Is that right? That's what  
11 it shows in this worksheet, is \$1,858,758. That's  
12 the Authority piece of this project.

13          MR. HOLESKO: That's the Authority's piece,  
14 yes.

15          MR. OLSON: Yeah. So, not necessarily a  
16 question for Passero, but just an observation.  
17 We've just committed 1.5 million to the mitigation  
18 credit agreement and now we're committing that  
19 additional 1,858-.

20          So that totals -- and I'm not talking against  
21 doing this project at all, but I'm making the  
22 observation for our board, is that that means we're  
23 committing 3 -- 3,358,758 in available capital to  
24 these two contracts. And it's a significant debt  
25 on our overall capital funds, available capital

1 funds.

2 And I guess my concern is, do we have enough  
3 left to be our security draw if there's any urgent  
4 needs for it such as a severe summer storm or  
5 anything like that? And I don't know what the  
6 answer is. It's just a -- it's just a question I'm  
7 throwing out. And to me, it --

8 CHAIRMAN LUDLOW: You don't have to go.

9 MR. OLSON: To me, it suggests that we need to  
10 incorporate into our next year's budget a plan of  
11 action of revenue enhancement in order to rebuild  
12 our capital reserve --

13 CHAIRMAN LUDLOW: Right.

14 MR. OLSON: -- because most airports maintain  
15 a substantial reserve of funds in order to be  
16 assured that we can --

17 CHAIRMAN LUDLOW: And that is a very good  
18 point, and I would like for our financial  
19 officers --

20 MR. OLSON: Good. Great.

21 CHAIRMAN LUDLOW: -- they're right on top of  
22 this.

23 MR. OLSON: Great.

24 CHAIRMAN LUDLOW: So, Ross Berry -- and,  
25 Andrew, he's calling you, too -- and Jeff Edwards,

1           they are working with our books and they can tell  
2           you how much we have and how much we need we can  
3           spend.

4           MR. OLSON:   Okay.

5           MR. BERRY:   So let me start by saying we met  
6           with Passero last Thursday, I believe it was,  
7           Thursday afternoon, to sort of go through the --  
8           the financial picture to anticipate the questions  
9           you may have about how does this get funded and  
10          what's available to you in terms of cash reserves  
11          and whatnot.

12          And so, we did a quick exercise on this -- and  
13          again, it's since Thursday and it's going to need  
14          some fine-tuning.  What we tried to get you is  
15          enough high-level data, if you will, to be able to  
16          make a decision today.  And I want to make sure I  
17          represent this correctly.

18          So when we talked on Thursday about the  
19          project, it was \$1.16 million from the federal --  
20          from the grant, if I'm remembering that correctly,  
21          \$1,160,000.  And we looked at two different options  
22          that -- for the local funds.  One would be  
23          \$1.9 million, and I'm rounding, and that would  
24          assume hydraulic doors on the hangars.  And then  
25          there was another discussion that stemmed around

1           \$1.5 million, and that would assume moving from  
2           hydraulic to electric doors.

3           MR. OLSON:   On the new 19 ones.

4           MR. BERRY:   Just on the new ones.

5           MR. OLSON:   Yeah, okay.

6           MR. BERRY:   We're not talking about the door  
7           replacement or repairs.  We're talking solely about  
8           the new T-hangars --

9           MR. OLSON:   Yeah.

10          MR. BERRY:  -- the part we're talking about  
11          now, yes.

12          We looked at that in detail and then we see  
13          where -- where we were with that.  1.5 million.  
14          And the exercise we went through was basically two  
15          things.  Number one was to look what cash do you  
16          have available to you now?  What cash might be  
17          encumbered through a decision that's already been  
18          made?  We thought we had that number pretty well  
19          nailed down, except we just heard 1.5 million in  
20          mitigation funds, which I don't think we had  
21          cranked in there.  Jeff just did the math for me.

22          So walking in here, I knew \$5,850,000 in the  
23          bank, and that meant one draw for the mitigation  
24          had already been paid.  That was reserving, memory  
25          serves me correctly, \$450,000 for the Gun Club

1 deal. And then we had \$210,000 set aside for what  
2 we anticipated would be accounts payable, and that  
3 was through June the 20th, right? So we had  
4 calculated that in the last three or four days  
5 stopping with June 20th. Now with the 1.5 million,  
6 that's going to take your available funds down to  
7 \$4 million.

8 So what we did was we did an analysis up here  
9 to look at it based on Andrew and Matt and Jeff and  
10 myself and Reba talking for a minute. We looked at  
11 the analysis to say what -- you know, how would we  
12 fund this, number one? And number two is, what  
13 does it mean in terms of, to answer your question,  
14 you've got to figure out what are you going to  
15 charge for the hangar rental, right?

16 Because you're going to be taking your -- your  
17 cash down fairly significantly. In this case,  
18 you're going to be taking it down to \$2.5 million.  
19 I'm just doing the math in my head as we're going  
20 through this. Apologize if I get something wrong.

21 But as we were working our way through this,  
22 we looked at it to see, okay, what are your  
23 options? And you have two options. You know,  
24 there are more, but two simple options just as  
25 you're preparing to make the decision for this.

1           One is to say, all right, I'm going to use the  
2 cash that I have now to pay for the local funds  
3 part of this grant. The other part of it is to  
4 say, all right, if I was going to go out and  
5 acquire debt to do it, what would that look like  
6 and what would that drive in terms of hangar rents  
7 and returns and rebuilding the cash?

8           So what we did -- and we have four scenarios.  
9 I hope you can see the screens because I didn't  
10 bring handouts because I was told you'd be able to  
11 see the screens. What we did is you're going to  
12 see two scenarios.

13           Scenario Number 1, you're going to see an A  
14 and a B. So Scenario Number 1 assumes we pay  
15 \$1.9 million match in local funds. And you can see  
16 that number if you look at Column 1 in the green,  
17 it's the first column --

18           MR. OLSON: Run the arrow up, okay.

19           MR. BERRY: Yep, right there.

20           So it assumes we invest \$1.9 million in the  
21 grant. This assumes if you do no financing, what  
22 we were trying to solve for is two things. If you  
23 do no financing, what would you have to do -- what  
24 would you have to charge per hangar just to get a  
25 zero return on your investment, get the money back?



1           So you've just got to go back to your walk-around  
2           absolute base number.

3           If you look in the top right-hand corner,  
4           you're going to see that's \$336 a month per hangar,  
5           right? And so if you charge that, you're going to  
6           generate cash flow, you'll see the net cash flow on  
7           there of \$63,333.

8           MR. OLSON: This is the amount coming out of  
9           the 19 hangars.

10          MR. BERRY: Correct.

11          MR. OLSON: Okay.

12          MR. BERRY: This assumes you're matching the  
13          \$1.16 million grant with \$1.9 million and putting  
14          hydraulic doors on there and you're taking this  
15          money out of operations, out of your \$5 million.  
16          It's \$5 million, not 4 --

17          MR. OLSON: And the --

18          MR. BERRY: I'm sorry, \$4 million.

19          MR. OLSON: The amount, \$336 per month, that  
20          totally goes to debt service.

21          MR. BERRY: Well, there would be no debt. It  
22          would just be replacing your capital.

23          MR. OLSON: Replacing the capital.

24          MR. BERRY: Correct.

25          MR. OLSON: But doing nothing, not supporting

1 airport operations or anything or management or  
2 maintenance.

3 MR. BERRY: Correct.

4 MR. OLSON: Okay.

5 MR. BERRY: We're not suggesting this at all;  
6 we're just trying to show you --

7 MR. OLSON: No. Right.

8 MR. BERRY: -- what has to happen --

9 MR. OLSON: Okay.

10 MR. BERRY: -- to break even.

11 MR. OLSON: Okay.

12 MS. LIOTTA: In ten years? Like assuming a  
13 ten-year breakeven?

14 MR. BERRY: I think the -- we did a 30-year on  
15 this, right?

16 MR. EDWARDS: Yeah.

17 MS. LIOTTA: I'm just wondering --

18 MR. EDWARDS: There's no financing.

19 MR. BERRY: Yeah, there's no financing, so  
20 there is no breakeven. You're just --

21 MS. LIOTTA: Well, it says breakeven with no  
22 financing, so I'm wondering why -- like what the  
23 assumption is of --

24 MR. BERRY: The breakeven then just getting to  
25 zero percent. You're not under water. That was --

1           it's just showing you what you've got to do to get  
2           your money back. We base that on the ten years.

3           MR. OLSON: So, and this is --

4           MS. LIOTTA: So the 336 is assuming 30-year  
5           before we get back the 1.9 million in rents?

6           MR. EDWARDS: So the 336 is what is the -- to  
7           have a zero net profit for the first year.

8           So, if you've had a placeholder for  
9           maintenance, utilities, insurance expense, if you  
10          charge 336 per hangar, you're going to make zero  
11          dollars. You will -- there will be a net income of  
12          zero.

13          So the only noncash item up there is  
14          depreciation, and that's what you're seeing flowing  
15          through down as cash flow. That is a 30-year  
16          amortization on the hangar, the hangar building  
17          itself.

18          MS. LIOTTA: I'm sorry, I am not a finance  
19          person, so I have to ask a lot of silly questions.

20          MR. EDWARDS: Uh-huh.

21          MS. LIOTTA: Where in here does it show -- so  
22          the 336 is just covering costs. That's not  
23          covering the 1.9 to build the -- to build them in  
24          the first place.

25          MR. EDWARDS: No.

1 MS. LIOTTA: So there's no --

2 MR. EDWARDS: You're -- you're not servicing  
3 any debt.

4 MS. LIOTTA: So there's the -- so essentially,  
5 this -- this doesn't show, then, what it -- what  
6 the rent would have to be or how long it would take  
7 to get the 1.9 back in rental income.

8 MR. EDWARDS: Well...

9 About 30 -- 30 years. That's the -- what I  
10 wanted to verify. That's a -- it would take 30  
11 years to get your cash -- with this model, at just  
12 breaking even for your -- for operations,  
13 incremental operations, breaking even, over 30  
14 years, you'd get your money back.

15 MS. LIOTTA: But that's -- it's not in the  
16 form of rent; it's in the form of depreciation? Is  
17 that where it's coming in?

18 MR. EDWARDS: Yeah, but that's -- that's for  
19 the cash, right. So -- so depreciation's just  
20 allocating your costs over time. So we assumed a  
21 30-year allocation of costs.

22 MS. LIOTTA: Okay.

23 MR. EDWARDS: So the 1.9 million over 30 years  
24 is \$63,333 a year. That's just to say, hey,  
25 there's no net -- no net return. If you just want

1 to break even, I mean, that's not the best. You  
2 need to know what you'd need to break even --

3 CHAIRMAN LUDLOW: Right.

4 MR. EDWARDS: -- and so that's the breakeven  
5 piece.

6 CHAIRMAN LUDLOW: So if you raise the rent,  
7 you'd make money.

8 MR. BERRY: Let's go to the second scenario,  
9 and this might make it a little clearer.

10 CHAIRMAN LUDLOW: Oh, okay.

11 MR. BERRY: Scenario 1 -- just scroll down the  
12 page.

13 MR. EDWARDS: It should be Page 2.

14 MR. BERRY: Go back -- go back up.

15 CHAIRMAN LUDLOW: This is 2.

16 MR. BERRY: All right.

17 MS. MARTIN: You haven't done the Scenario  
18 Number 2 yet.

19 MR. BERRY: No, this is Scenario Number 1, but  
20 it's the second -- it's a second look at it,  
21 answering your question if you were going to  
22 finance this.

23 Now, what we're assuming is that almost every  
24 business transaction like this -- let me give you  
25 the assumptions for financing and returns.

1           Normally on a capital project like this,  
2           you're building a building, useful life of this  
3           building's 30 years, the banks are going to give  
4           you probably a 30-year am. on it, but they're going  
5           to do a 10-year note, call a balloon at the end of  
6           the 10 years. The hurdle rate right now is running  
7           about 7 percent.

8           So we're walking around -- that's our  
9           assumption of walking around, if you're going to  
10          put money into a capital project, that's the --  
11          that's the benchmark you would use, right? And so,  
12          the last example you saw is using that with just  
13          trying to pull a zero return, which is why we say  
14          break even.

15          If you plug it into this model -- this model  
16          kind of tells you two things. And we kept it  
17          simple because we -- we actually have about six or  
18          eight of these. But what we're trying to do is  
19          keep this simple to show you that if you financed  
20          it at 7 percent or if you wanted a return of  
21          7 percent, either way, the math is going to work  
22          out within a couple -- a few tens of dollars per  
23          hangar per month, right? The only difference being  
24          is you're retiring principal as you go when you  
25          initially finance this, so your -- your rent would

1 be a little lower if you weren't trying to gain a  
2 7 percent.

3 But if you took your money and you put it in  
4 there and say, look, I want to get a 7 percent  
5 return on my investment and you invested -- and  
6 this one's going to make a lot more sense to you,  
7 Jennifer.

8 If you say I'm going to put \$1.9 million in  
9 there and I want to get 7 percent return on my  
10 money, then what's going to happen is you can see  
11 your hangar lease rate up there is -- to get  
12 7 percent, is \$919 a month. And what we did is we  
13 assumed this is a placeholder. And this -- guys,  
14 this is just a guess. We have no -- this would  
15 change, but this is just to give you an idea as  
16 you're figuring out how you're going to finance it.

17 We put for maintenance and utilities about  
18 \$9,000 a year. The insurance about \$4,000. I  
19 think we probably underestimated that. The  
20 depreciation expense is fairly accurate.

21 So if you look at your total expenses, it's  
22 going to be somewhere around \$76,000 a year. Your  
23 net income is -- I'm sorry. So what you end up is  
24 net cash flow of about \$196,000 a year.

25 And this is assuming -- now what we're trying

1 to show you is -- to answer your question, Bob, is  
2 you've got to -- you've got to move your rent up to  
3 about a thousand dollars a month in order to  
4 generate about \$200,000 a year in income off the  
5 hangars, even if you finance them yourself.

6 MR. CLARKE: This is just the 19 hangars?

7 MR. BERRY: This is just the 19 hangars.

8 MR. CLARKE: So this doesn't spread the cost  
9 across the whole population.

10 MR. BERRY: It does not.

11 MR. CLARKE: It's important to remember that,  
12 Bob.

13 MR. BERRY: It does not. So it's only for  
14 these 19.

15 The inverse of this little exercise, and  
16 it's -- we try to do this just to keep simple, is  
17 if you went and borrowed the money at 7 percent,  
18 you would have to charge \$919 just to break even.

19 So if you borrow the money, you're going to  
20 start at 919 and then you're going to have to build  
21 your 7 percent profit in there. If you use your  
22 money, then -- and you want a 7 percent return, the  
23 number is 919.

24 And that's just to kind of demonstrate what's  
25 going to happen in the finances. If you borrow the



1 money, you're looking at -- you're looking at 919  
2 just to cover your costs, the principal and  
3 interest on it and everything, your expenses. And  
4 then if you want a margin to run the airport,  
5 you're going to -- and this is a revenue stream for  
6 you, you're going to have to mark it up from there.  
7 Does that make sense?

8 MR. OLSON: Yeah. I mean, the bigger picture  
9 here is depleting our capital reserve as we're  
10 facing -- I mean, that's -- that's what we use to  
11 match grants, basically. And if we deplete our  
12 capital reserve to the level below being able to  
13 main -- responsibly maintain sufficient for  
14 emergencies, we can't accept grants or we have to  
15 delay them until we have match funds back there.

16 So, I mean, these -- I don't think we're going  
17 to be able to -- I don't think this board's going  
18 to be able to work through the issues we're talking  
19 about right now at this meeting.

20 I also know that we are under the gun to  
21 authorize this contract today, but I would urge  
22 that we have a work -- board workshop on this -- on  
23 these matters, that we do it as part of our budget  
24 preparation for the coming fiscal year. Again, I  
25 think the issue before us right now is to get

1           this -- meet the deadline for acting on the hangar  
2           construction project.

3                     But I do have another question that I hope  
4           you'll be working on, and that's: What is that  
5           responsible carried capital reserve that an airport  
6           such as ours that has no parent organization -- you  
7           know, we aren't a child of the county officially;  
8           we -- we're dependent upon our -- this authority  
9           addressing things that come up that may not be --  
10          be known at the beginning of -- at any time.

11                    Plus, we have a whole schedule of grants that  
12          we want to draw down next year and the following  
13          year. Andrew's working on a lot of them. I mean,  
14          we -- we have them in our capital budget schedule  
15          and we have to be able to maintain funds to not  
16          only match them, but some of our projects end up,  
17          after we take bids like the hangar project, being  
18          significantly over what the estimate is and we have  
19          to fill that, also.

20                    CHAIRMAN LUDLOW: So we have three scenarios.  
21          We can approve it today as is, we can not approve  
22          it at all, or we can approve it and then do  
23          modifications.

24                    MR. OLSON: No, no. What I'm saying is I  
25          don't think we -- you know, again, the question

1           that I understand is before the board is  
2           authorizing the construction contract. I mean, I  
3           don't think we have an option other than to do that  
4           today.

5           CHAIRMAN LUDLOW: Right. Okay.

6           MR. OLSON: But the other matters that we're  
7           talking about tied to this that have been brought  
8           up right now --

9           CHAIRMAN LUDLOW: Uh-huh.

10          MR. OLSON: -- seem to be things that we need  
11          to have a board workshop on and that we need to  
12          incorporate the path forward on addressing those in  
13          our coming FY24-25 budget.

14          CHAIRMAN LUDLOW: I think that's a perfect  
15          idea. We definitely need a workshop to discuss  
16          this.

17          MR. OLSON: Yeah.

18          MS. LIOTTA: I -- I have a question. My last  
19          recollection of this discussion was last month's  
20          meeting. And as I recall, you mentioned -- like,  
21          you know, there was a discussion of we don't have  
22          to approve everything in the contract. And there  
23          was discussion of, like, I think the term was best  
24          bang for the buck, was I think the base bid, base  
25          bid by itself.

1 MR. OLSON: Yeah.

2 MS. LIOTTA: Because the rest of it, we'd have  
3 to come out fully out of pocket, no grant, no  
4 matching available.

5 So I'm seeing -- I think -- you know, I --  
6 sitting here, I don't think we can approve this  
7 with all of these additives in it. I just don't  
8 think there's enough cash to do so.

9 MR. OLSON: The -- it's -- this proposal I  
10 believe is A and J. Isn't that what we're doing,  
11 the base proposal? Isn't that what we're acting on  
12 today? I mean, that's the recommendation. I  
13 believe that's what we have before us --

14 MS. LIOTTA: Well, this talks about --

15 MR. OLSON: -- is this thing.

16 CHAIRMAN LUDLOW: We need to approve --

17 MS. LIOTTA: -- all of the additives being in  
18 there.

19 CHAIRMAN LUDLOW: -- the whole thing.

20 MR. OLSON: Oh, yeah. I don't --

21 MR. ROBERTS: We haven't made that clear on  
22 the record yet. We have not made that clear on the  
23 record yet.

24 CHAIRMAN LUDLOW: Right.

25 MR. HOLESKO: But the financial analysis that

1           you're hearing is related to the base bid --

2           MR. OLSON:   Yes.

3           MR. HOLESKO:  -- for A row and J row.

4           MR. OLSON:   Yes.

5           MR. BERRY:  And we have a second analysis that  
6           you're going to like a little better.

7           MR. OLSON:  Okay.  But again, in a way, I'm --  
8           in a way, I'm thinking that we're diverting  
9           attention away from the action that's before us,  
10          but it's very important as a follow-up.

11          MR. BERRY:  Part -- part of our process, and  
12          you brought this up in the last board meeting so  
13          we've got it baked into that we're doing with the  
14          budget, is we're working on -- we're working with  
15          your team to get to -- to get to August and having  
16          a budget so you can have a workshop and work  
17          through what's in the budget and take a longer look  
18          at funds you're going to need, you know,  
19          operational capital expenditures --

20          MR. OLSON:  So we're -- we're going to do that  
21          next month, right?  July.

22          MR. BERRY:  August is what we were targeting.

23          MR. OLSON:  Well, August is the month we  
24          schedule the hearing, and so --

25          MR. BERRY:  We were told September.

1 MR. OLSON: Well, the September --

2 CHAIRMAN LUDLOW: We'll have two meetings in  
3 September.

4 MR. OLSON: -- the hearing is in September.

5 CHAIRMAN LUDLOW: Right.

6 MR. OLSON: The board looks at the final  
7 budget going into the hearing because when we have  
8 our hearings, the official budget is released -- or  
9 the proposed budget is released prior to that  
10 hearing so that people can have an opportunity to  
11 come and comment on it.

12 So most years, that I recall, we've had a  
13 initial meeting on the proposed budget with a draft  
14 from staff in July. And then -- then it gets  
15 marked up and a -- then at the August meeting, it's  
16 the budget that we authorize going forward and  
17 having the hearing on, and the hearing is in  
18 September.

19 And because of a -- of a management change  
20 last year, we got a little bit behind the schedule  
21 and we ended up having our first hearing and were  
22 still marking up the budget, and we don't want to  
23 do that this year.

24 MR. BERRY: It's going to be pretty tough for  
25 us to have a hearing next month and get to your

1 budget.

2 MR. OLSON: No, it's not a hearing, that's  
3 my --

4 MR. BERRY: I mean a workshop.

5 MR. OLSON: It's a work session with our board  
6 on budget.

7 MR. BERRY: We -- we can work toward that.  
8 That's going to be tough. We had calibrated it for  
9 those workshops happening in August and having  
10 something for your meetings in September for  
11 approval for September for October.

12 MR. OLSON: Well --

13 MR. BERRY: Moving it up a month's going to be  
14 tough. It's a lot of work. It's a heavy lift.

15 MR. OLSON: Later in July? I mean, we can --  
16 we can schedule our meetings. I mean, I don't know  
17 how much time y'all need, but the second meeting in  
18 July? We have two meetings. It seems -- I mean, I  
19 don't know if other people are --

20 MR. CLARKE: Well, I'd like to offer a  
21 comment.

22 CHAIRMAN LUDLOW: Please.

23 MR. CLARKE: I -- you know, I've worked with  
24 Shandon, Jeff and Ross, and there's a lot of work  
25 to do to properly construct our -- our accounting

1 system in order to achieve what we're planning, and  
2 that is, get to the point where we can layer a  
3 long-term capital plan over and above our annual  
4 operating budget.

5 And I would like to repeat again, there's --  
6 there's, you know, something I've advocated for --  
7 since I've been on the board. Our number one  
8 matching funds -- you can clarify this if I'm  
9 wrong. Matching funds from the airport can come  
10 from a number of sources. It can come from our  
11 savings, which is money that we have in the bank.  
12 It can come from tax revenue if we were to, you  
13 know, activate the tax millage rate, which we  
14 are -- will never do. No one on this board is in  
15 favor of that, anyway. It can come from revenue or  
16 it can come from borrowing funds.

17 In all cases, those -- if we borrow those  
18 funds, the revenue from the hangar rent or the rent  
19 of the land is going to pay back all -- all the  
20 marginal -- or the debt service and the marginal  
21 operating revenue and it's going to support  
22 activities on the airport that do not generate  
23 revenue, like airside activities. We don't have  
24 landing fees, so we have no revenue coming in from  
25 the airside activity. So that all has to be



1 supported by hangar revenue.

2 And to suggest that we should -- we don't have  
3 enough cash in the bank to do these projects is --  
4 I think it's very shortsighted because what we're  
5 doing, what Shandon is doing for us, is showing as  
6 long as we have demand for the land that we're  
7 sitting upon and we're providing access to the  
8 National Airspace System, we're going to have  
9 sufficient revenue to cover all of the costs  
10 associated with developing the airport.

11 And by the way, I'd like to comment. Andrew,  
12 you know, great job on the -- on the vision of what  
13 the build-out of that east side of that 13/31 could  
14 look like. It's a great -- it's a great  
15 representation of how this airport could be -- this  
16 space on this airport could be maximized.

17 So I would -- I would just like to say, you  
18 know, let's have a little bit of patience and let  
19 the experts do their work, and when they come back  
20 in mid-July or August, you know, with the plan,  
21 they'll have more time to work on it. And, I mean,  
22 I can see exactly where they're going and I don't  
23 see a problem with it at all.

24 MR. OLSON: Well, that's good. I think  
25 expansive thinking, as you've shared, is good.

1           I'd just say that on practical terms, I think  
2 this past year, we've pretty well illustrated that  
3 land leases aren't going to be an immediate  
4 infusion of added revenue. We're looking at a  
5 lease for what, \$29,000 a year today? And, you  
6 know, the -- the Volato lease is not going to be  
7 generating funds. Because of the terms of that  
8 lease, they need to use the credits to do the site  
9 improvements.

10           So -- and issuing bonds, I mean, there are  
11 examples of issuing bonds, but our first need is  
12 for -- is -- expensive thing is road construction  
13 and water and sewer to open up that east area.  
14 Those in themselves don't generate revenue. It  
15 will be out of the land leases or whatever else we  
16 put in there.

17           There's an example -- and I don't want to  
18 belabor it, but an example of here in  
19 St. Johns County of bonds being used -- bond issue  
20 being used by the county to fund the public  
21 improvements, the streets and the storm drainage  
22 and all that, in the Vilano Town Center.

23           The county issued \$13 million in bonds to do  
24 that. The county had to pull -- dip into general  
25 revenue to service those bonds because it took

1 years for the hotels and everything else to happen  
2 there.

3 So there is a -- there is a great delay in  
4 being able to realize sufficient revenue to service  
5 bonds for infrastructure. And that's all I'm going  
6 to -- you know, I don't want to belabor it. We're  
7 getting a little off topic from the T-hangar item,  
8 so...

9 CHAIRMAN LUDLOW: Would you like to --

10 MS. LIOTTA: I agree with Bob that every one  
11 of these projects where you have an upfront cost  
12 does take down the amount of just cash we have and  
13 it will take time to get it paid back, if  
14 potentially at all.

15 If it -- we -- if its price is something more  
16 of a public service utility kind of pricing, we --  
17 we may never really build that cash reserve back up  
18 from those projects. It would have to come back  
19 from our general operation funds. So we can only  
20 do that so many times before the reserve is gone,  
21 and --

22 CHAIRMAN LUDLOW: Well --

23 MS. LIOTTA: -- I think we have to be careful  
24 with that.

25 CHAIRMAN LUDLOW: All right. Well, this is

1           our first time. Do you want to show your second  
2           scenario?

3           MR. BERRY: Yes, ma'am. Courtney, can you  
4           pull that down to Scenario Number 2?

5           MR. PITTMAN: Yes, sir.

6           MR. EDWARDS: This is Page 3.

7           MR. BERRY: So the difference in this one, if  
8           you'll look at Column 1 just above the blue line,  
9           when Andrew and Matt and the team from over there  
10          met with us, one of the options that they put forth  
11          was, instead of putting the hydraulic doors,  
12          putting in electric doors. And a conservative  
13          guess on their part was that it would save about  
14          \$4 million. So our job was --

15          MR. HOLESKO: Oop.

16          MR. BERRY: \$400,000. \$400,000. As soon as I  
17          said that.

18          MR. HOLESKO: Big zero.

19          MR. BERRY: \$400,000. The problem with doing  
20          this from memory, right? It will save \$400,000.  
21          And so, what we did then, we ran the scenario of  
22          1.5 million. It paints a much better picture.

23          But there's a couple of things that we could  
24          chat about in here, but this one is a 7 percent  
25          return with no financing. And if you look in the

1 top right corner up there, you can see what the  
2 rental rate would need to be. It would drop the  
3 rental rate a little bit. But at 7 percent at  
4 \$1.5 million, you're going to get some -- you're  
5 going to get net cash flow of \$155,000 a year.

6 Again, this model serves to do two things. It  
7 shows you if you wanted to make 7 percent. And,  
8 guys, you can move the 7 percent to 10 percent or  
9 11 percent or 9 percent or whatever you want it to  
10 be. We can do a sensitivity analysis on that with  
11 little -- with little fanfare.

12 But what it also does is it allows you, if you  
13 set the rental rate higher, you're going to  
14 generate more cash flow. So, you know, there's  
15 also a part of this where you go out and look at  
16 the market and you say, what is the market charging  
17 for brand new hangars built like this and you  
18 factor that in there as well.

19 But the 1.5 million, when we talked to Andrew,  
20 we kind of felt like this was probably a more  
21 reasonable recommendation, electric doors versus  
22 hydraulic.

23 And I will let Andrew talk about some other  
24 action he said they may be able to take, you know,  
25 if we have this approved to -- to engineer maybe

1           some -- potentially maybe some more expense items  
2           out of it.

3           MR. HOLESKO:   So when we -- when we met last  
4           week, the discussion was looking at the  
5           \$1.9 million of cash from the Airport Authority,  
6           what could we do to reduce that amount and still  
7           end up with a high quality product?

8           So when we opened up the original bids, one of  
9           the things that Matt Singletary did was, if you  
10          remember, we also looked at the replacement of the  
11          K-L-M doors from bifold to hydraulic.

12          Matt had already had a discussion with the  
13          contractor to determine the magnitude of savings if  
14          we went to K, L -- K, L, and M and took those 36  
15          hangars, instead of replacing bifold doors with  
16          hydraulic doors, again replacing them with bifold.

17          We found that there was a significant savings  
18          on the project.  The hydraulic door, similar to  
19          what was just installed, on new T-hangars B, C, D,  
20          and E, they are nicer, they are better, but  
21          they're -- but the bifold electric door is still a  
22          solid product.

23          So, since we already saw that K, L, and M  
24          could have gone down by hundreds of thousands,  
25          we're proposing the same as a consideration.  If

1 the board tells us to, we'll go to the contractor  
2 and we will replace the 19 doors on Hangars A and J  
3 from hydraulic to bifold. And that -- the savings  
4 on that door will come directly off of your share  
5 of the project, not grant funds. You'll still have  
6 an excellent product. It won't be the same as B,  
7 C, D, and E, but there will be bifold doors on A  
8 row and J row.

9 If you want us to do that, it doesn't even  
10 involve a bid award today, you would still award  
11 the original bid today and we would bring you a  
12 deductive change order in a month to show you  
13 exactly what that dollar savings would be, which is  
14 reflected inside the spreadsheet to have a return  
15 on less investment from the Airport Authority.

16 MS. LIOTTA: Do we have any sense of  
17 maintenance costs over the life of the product?  
18 Are the bifolds just going to be more expensive?  
19 Is there anything about it that we should be aware  
20 of before making that swap-out now?

21 MR. HOLESKO: So the -- the life of K, L, and  
22 M -- K, L, and M are just approaching 22 years in  
23 life and looking for replacement. We would expect  
24 the hydraulic doors to cost less to maintain and  
25 less to replace. But those doors did last 22 years

1 and now you're looking at possibly re -- replacing  
2 them.

3 We don't have the life cycle on the hydraulic  
4 door system that we spec'd for you because it  
5 hasn't even been in existence that amount of years.  
6 But it is -- it does have less moving parts. It  
7 also has less stress on the building itself because  
8 the door -- the hydraulic door structure is an  
9 independent structure of the building and the  
10 bifold door puts its stress on the building when it  
11 opens and closes. So the new system is -- is more  
12 efficient on the building structure itself. So  
13 there would be less stress on the overall building.

14 MR. OLSON: Would a -- a tenant would prefer a  
15 hydraulic, I assume.

16 CHAIRMAN LUDLOW: I'm happy with ours.

17 MR. HOLESKO: I would say they would.  
18 However, I -- I have not heard historically here at  
19 the airport that anybody thinks that, I've got to  
20 get out of K, L, and M and get into B, C --

21 MR. OLSON: Okay.

22 MR. HOLESKO: -- D and E just because of the  
23 door.

24 MR. OLSON: So it's not --

25 MR. HOLESKO: But that might occur and I just



1 don't know about it.

2 MR. OLSON: It's not worth \$150 a month to  
3 anybody.

4 MR. HOLESKO: I...

5 CHAIRMAN LUDLOW: They'd be happy for a new  
6 hangar. They'd be happy for an old hangar.

7 MR. OLSON: Okay.

8 MS. LIOTTA: And there's no -- you said it  
9 adds stress to the building, but that's -- no  
10 additional work would have to be done to go back  
11 and reinforce the structures?

12 MR. HOLESKO: No. Actually, we think that  
13 there's even a possibility that when we change from  
14 the -- from the -- there might be some structural  
15 savings on the building also that comes with the  
16 swift to the bifold door. So we're hoping there  
17 could be a savings there also, but I don't know  
18 that yet.

19 CHAIRMAN LUDLOW: Well, again, we can award it  
20 as is, we can cancel it, or we can award with  
21 changes.

22 MR. HOLESKO: Or you can award it -- you can  
23 award the base bid and simply say, Passero, come  
24 back in a month and show us what the deductive  
25 change is and what's the savings.

1           And that would mean that instead of looking to  
2           return \$1.9 million in Airport Authority funds, it  
3           would be whatever the lesser number would be that  
4           you -- you would get a better return and have less  
5           of your cash going into the project, whatever that  
6           value is.

7           CHAIRMAN LUDLOW: I see.

8           MR. HOLESKO: And, yeah, we don't know but we  
9           can find out pretty quickly.

10          MR. OLSON: Okay. So, again, just to make it  
11          a motion, I -- I move that we proceed with the  
12          construction contract and that we -- what our  
13          engineer just outlined for us, that we encourage  
14          that to happen as part of that.

15          MS. LIOTTA: And for clarification, are you  
16          speaking about the base bid only?

17          MR. OLSON: Yes, the A --

18          CHAIRMAN LUDLOW: A through J.

19          MR. OLSON: Yeah.

20          CHAIRMAN LUDLOW: That's the 19.

21          MR. OLSON: It's the base bid --

22          CHAIRMAN LUDLOW: Can I second a motion? I  
23          can't make a motion.

24          MS. LIOTTA: A through J, 4.16 --

25          MR. OLSON: Yeah. It's --

1 MS. LIOTTA: 4.126 --

2 MR. OLSON: Yeah, it's the one that we have an  
3 exposure of 1.9 million on.

4 MS. LIOTTA: Yeah.

5 MR. OLSON: It's that one.

6 CHAIRMAN LUDLOW: Okay. We have the motion to  
7 accept the base bid as is. Do I hear a second?

8 MR. CLARKE: I'll second.

9 CHAIRMAN LUDLOW: We have a motion and a  
10 second to accept the award, and thank goodness  
11 because we only had two more days --

12 MR. OLSON: Public comment.

13 CHAIRMAN LUDLOW: -- to do that. Yes. And  
14 then we have -- do we have any public comment on  
15 this? Yeah, Jose, please. State your name and  
16 address so I don't get a yellow piece of paper.

17 MR. RIERA: Jose Riera, 133 Paranza Trace.  
18 Also on behalf of SAAPA.

19 Two things that I've noticed from the  
20 presentation here is -- number one is, why  
21 7 percent? Is there somewhere that I can put my  
22 money at that rate at the present moment?

23 MR. CLARKE: That's our borrowing rate.

24 MR. RIERA: So -- pardon?

25 MR. CLARKE: That's our borrowing rate.

1           MR. RIERA:   Second, how big are these hangars?  
2           Can I put something more than a 182?  Because if  
3           you're going to charge the pilots more than 500  
4           bucks and you cannot put an airplane bigger than  
5           182, you're going to have 19 new hangars that are  
6           going to be empty generating no revenue, I can tell  
7           you that.

8           And so, I'm being passionate about this  
9           because I want to make sure that we don't really  
10          spend money on something that is going to be  
11          sitting empty because we are charging too much  
12          money for the pilots that really want to bring an  
13          airplane into here.

14          That's my public comment.  You know, just keep  
15          that in mind, please.

16          CHAIRMAN LUDLOW:  Okay.

17          MR. CLARKE:  I can answer it.

18          CHAIRMAN LUDLOW:  Thank you.  Yes?

19          MR. CLARKE:  Jose, I think I can answer your  
20          second question about the -- the rate that they  
21          came up with only pertains to the mar -- the next  
22          19 hangars.  It's not spread among the whole group  
23          of T-hangars.  And so that's just --

24          MR. RIERA:  I understand that.

25          MR. CLARKE:  This is just a theoretical model.

1           It's not -- it's not -- they're not saying we're  
2           going to charge \$336 or \$719. It's only a  
3           theoretical benchmark, you know, for planning  
4           purposes.

5           Now, one of the things that I'm hoping will  
6           come out of the work that Shandon is doing is that  
7           we'll be able to develop a, 0what I like to call a  
8           cost of service model, which we identify various  
9           classes of T-hangar -- of hangar tenants.

10          Let's say we put a 42-foot door in one class,  
11          a 48-foot door in another class, a 52-foot door,  
12          et cetera, going on up the line. We can -- we can  
13          reasonably -- the Airport Authority can reasonably  
14          determine that those different hangar sizes  
15          represent different value to the end customer, and  
16          we may be able to come up with a uniform rate for  
17          each class. It may differ. One may be 50 cents.  
18          One may be 55 cents.

19          But don't -- don't get confused because of the  
20          model that they're using for planning purposes is  
21          the -- is the end result. It's just a benchmark.

22          CHAIRMAN LUDLOW: Right.

23          MR. CLARKE: And so that will be important to  
24          make sure that, in my view, that those different  
25          classes of hangar tenants, each class should be

1 treated the same, whether it's a brand new hangar  
2 or whether it's a -- you know, a 30-year-old  
3 hangar.

4 A 30-year-old hangar is going to require more  
5 maintenance. The new hangar's going to require  
6 less maintenance, but theoretically you're renting  
7 the same square footage; you should pay the same as  
8 the -- you know, any other person that has that --

9 MS. LIOTTA: So what --

10 MR. CLARKE: -- size.

11 MS. LIOTTA: -- is the square footage of these  
12 A and J units? I --

13 MR. HOLESKO: I don't know that off the top of  
14 my head, but I will tell you that one of the rows  
15 has 42-foot-wide doors, the other has 48. So we  
16 do -- so we have -- and 48 is one of the largest  
17 that you can have for a T-hangar opening. So you  
18 will be able to have smaller aircraft and larger  
19 aircraft from a T-hangar planning perspective in  
20 the two rows.

21 CHAIRMAN LUDLOW: It will be what we have now?

22 MR. HOLESKO: Yes.

23 CHAIRMAN LUDLOW: Yes.

24 MR. HOLESKO: 48 foot, I think is -- would be  
25 the largest T-hangar opening, I think, on the

1 airport to date.

2 CHAIRMAN LUDLOW: Okay. I got it. Okay. And  
3 thank you. That's -- this is great. Don't move.  
4 That is -- that is a great -- that's a great  
5 presentation, Ross, that you could answer all the  
6 questions we really needed on that. So I have a  
7 motion and a second and we have public comment.  
8 Board discussion?

9 (None.)

10 CHAIRMAN LUDLOW: We have that. So need to  
11 vote. Ms. Cash-Chapman?

12 MS. CASH-CHAPMAN: Aye.

13 CHAIRMAN LUDLOW: Aye.

14 MR. CLARKE: Aye.

15 CHAIRMAN LUDLOW: Dennis aye.

16 MR. OLSON: Yes.

17 CHAIRMAN LUDLOW: Bob yes.

18 MS. LIOTTA: Yes.

19 CHAIRMAN LUDLOW: Jennifer yes. Yahoo. I'm  
20 yes.

21 MR. OLSON: So when's the groundbreaking?

22 CHAIRMAN LUDLOW: Are you going to serve  
23 champagne?

24 MR. HOLESKO: I think having a groundbreaking  
25 ceremony is a great idea and we'll get one

1 scheduled. That's a great idea.

2 MR. OLSON: Good.

3 MR. ROBERTS: And that was for A and J, just  
4 to be clear for the record.

5 CHAIRMAN LUDLOW: Hey, it's a groundbreaking  
6 day, Henry. It's a groundbreaking day.

7 MR. CLARKE: Let's have Henry Dean coming.

8 CHAIRMAN LUDLOW: Yeah, we'll have you come be  
9 our speaker for the groundbreaking. He can't -- he  
10 can't hear. That's the way it goes. Anyway, thank  
11 you.

12 SOLANO BALLYDUFF LAND LEASE

13 CHAIRMAN LUDLOW: Now we get to Solano and  
14 Bally -- bye. Thank you. We get to Solano and  
15 Ballyduff Consulting land lease, and the staff  
16 requests a board resolution to approve the  
17 transaction.

18 MR. ROBERTS: That's an easy one.

19 CHAIRMAN LUDLOW: Chad will speak to this.

20 MR. ROBERTS: Easy one, I think. The -- the  
21 lease has been promulgated previously. They  
22 deferred it from the last board meeting. And as  
23 you know in our procedures, you -- you took in the  
24 proposal some time ago, gave the staff  
25 authorization to work it up. It's been worked up,



1 and it's ready in a form that is agreeable both to  
2 the Authority and Mr. Solano.

3 CHAIRMAN LUDLOW: So we just need to vote  
4 on -- that we're approving his land lease.

5 MR. ROBERTS: Yes, ma'am.

6 CHAIRMAN LUDLOW: Right. Okay.

7 MS. CASH-CHAPMAN: Do we have to make a  
8 motion?

9 CHAIRMAN LUDLOW: So do we have board  
10 discussion?

11 (None.)

12 CHAIRMAN LUDLOW: No. Do I hear a motion to?

13 MS. CASH-CHAPMAN: I'll make a motion to  
14 approve the land lease as it was presented to us.

15 CHAIRMAN LUDLOW: Okay. A motion by  
16 Ms. Cash-Chapman. Do I hear a second, please?

17 MS. LIOTTA: Second.

18 CHAIRMAN LUDLOW: Second by -- by Ms. Liotta.  
19 Thank you. Public -- (phone interruption). Sorry.  
20 Hold on. That meant 4:00, and it does say that's  
21 the time our meeting normally starts, so we're an  
22 hour ahead of time today.

23 MR. CLARKE: We need to vote.

24 CHAIRMAN LUDLOW: Yeah. No, I didn't get to  
25 that yet. Okay. So we have a first and a second.

1 Do we have public comment?

2 (None.)

3 CHAIRMAN LUDLOW: No public comment and no  
4 more board discussion. So we'd like a vote,  
5 please.

6 MS. CASH-CHAPMAN: Aye.

7 CHAIRMAN LUDLOW: Aye.

8 MR. CLARKE: Aye.

9 CHAIRMAN LUDLOW: Dennis aye.

10 MR. OLSON: Aye.

11 CHAIRMAN LUDLOW: Bob aye.

12 MS. LIOTTA: Aye.

13 CHAIRMAN LUDLOW: Jennifer aye, and Reba aye.  
14 Unanimously approve the Ballyduff Consulting land  
15 lease. Boy that's been a long time coming.

16 T-HANGAR COMPLIANCE UPDATE

17 CHAIRMAN LUDLOW: Okay. We'll put the  
18 executive director down to the bottom. So an  
19 update on -- how'd you slip that in? An update on  
20 T-hangar compliance initiatives, and Chad Roberts  
21 is going to speak to that.

22 MR. ROBERTS: I just wanted the board to be  
23 aware, I wanted our friends out in the SAAPA  
24 community and our T-hangar tenants to be aware of  
25 what we're doing and why we're doing it.

1           We have a waiting list here, as everyone  
2 knows. I think one of the first things Ms. Chapman  
3 did was talk to a lot of those people on the  
4 waiting list. Everyone's aware of it; it's a  
5 driving initiative of ours. And people are  
6 following the rules by putting their names on the  
7 waiting list, patiently waiting for a hangar.

8           We also have a lot of tenants, all of whom  
9 follow the rules. Every T-hangar lease is for one  
10 purpose and one purpose only: Your airworthy  
11 airplane in your hangar. That's it.

12           We charge a very understated price, and we do  
13 that to support general aviation and to keep the  
14 cost of general aviation down. If we were to  
15 auction these T-hangars, they might go for some  
16 other price. But we have this rate structure to  
17 help support general aviation at the airport.

18           With that privilege comes the concurrent  
19 responsibility for the existing tenants of the  
20 T-hangars, and that is simply to abide by the  
21 lease.

22           So, as part of our annual fire -- fire marshal  
23 walk-through, as part of our audit of what's going  
24 on out there in our T-hangars, we have been -- we,  
25 the staff, have been and will continue to be in and

1 out of the hangars.

2 As we discussed last time, if we see a  
3 circumstance where it appears as though the hangar  
4 is not being used for an airplane, we're going to  
5 take a picture and we're going to write you a  
6 letter and say, "Can you please tell us what's  
7 going on?"

8 There's another circumstance where the  
9 aircraft in the hangar may not be the aircraft on  
10 your lease. If it's the case that people have  
11 thought of their lease as a franchise and are  
12 subleasing their hangar to someone else at a higher  
13 rate, that's not the purpose of our T-hangars,  
14 either.

15 We keep the waiting list and we ask people to  
16 follow the rules by getting on the waiting list.  
17 To have anyone sort of buy their way past the  
18 waiting list isn't fair to people on the waiting  
19 list, isn't fair to the other hangar tenants who  
20 follow the rules that way.

21 There's another level of unhappiness that  
22 occurs if they think that the Airport Authority is  
23 deliberately turning a blind eye to enforcing those  
24 rules. So we are in the process of enforcing those  
25 rules.

1           We're going to treat everybody fairly,  
2           everybody the same way.  And -- and everyone should  
3           have an expectation that to get into the T-hangars,  
4           you get on the waiting list.  And if you have an  
5           aircraft and a T-hangar lease and you lose your  
6           physical and you sell your airplane, we expect you  
7           the accept aside and let some other person who's  
8           been following the rules on the waiting list have  
9           an opportunity to lease that hangar.

10           CHAIRMAN LUDLOW:  And thank you, Chad.

11           MR. ROBERTS:  So we're doing that.

12           CHAIRMAN LUDLOW:  Okay.

13           MR. ROBERTS:  That's it --

14           CHAIRMAN LUDLOW:  Thank you.

15           MR. ROBERTS:  -- we're doing that.

16           CHAIRMAN LUDLOW:  Thank you for --

17           MR. ROBERTS:  That's it.

18           CHAIRMAN LUDLOW:  Right.  Okay.  Do I -- any  
19           discussion, board?

20                                (None.)

21           CHAIRMAN LUDLOW:  Pub -- public comment on the  
22           T-hangars?

23                                (None.)

24           CHAIRMAN LUDLOW:  Okay.  So --

25           MR. ROBERTS:  No action necessary.  I just

1 wanted the board to be aware.

2 CHAIRMAN LUDLOW: Good. Can I say -- can I  
3 say my piece?

4 MR. ROBERTS: Please.

5 CHAIRMAN LUDLOW: Okay. I'm totally against  
6 this, I'm telling you. I mean, the T-hangars  
7 are -- are the second revenue-producers out here.  
8 We don't need somebody going around taking pictures  
9 of our hangar. The people that abuse it, you can  
10 name on one hand.

11 So why are T-hangar people always getting --  
12 we have no theft, no noise, no speeding. We have  
13 no problems out here whatsoever. So, thank you for  
14 all the work you've done on that.

15 EASTSIDE DEVELOPMENT PERMITTING UPDATE

16 CHAIRMAN LUDLOW: East side development.

17 MR. ROBERTS: East side development is  
18 complicated, and I need about five minutes.

19 CHAIRMAN LUDLOW: Five?

20 MR. ROBERTS: Yes, ma'am.

21 So this concerns sort of the big picture of  
22 where we are on the east side, and I think the  
23 staff will know generally and -- and everyone here  
24 understands.

25 I'm -- I'm going to call it the -- the north

1 side parcel. We've called it different names, but  
2 we'll call it the north side parcel that's --  
3 that's where we're purchasing the Gun Club parcel  
4 to make one big continuous tract up there. And  
5 then there's what we'll call the south side parcel,  
6 which is currently the subject of the Volato lease.

7 We need mitigation credits for both parcels.  
8 Andrew's still here? Yes. Just double-check my  
9 numbers.

10 Right now as we speak, we have a -- an option  
11 to purchase 4.89 mitigation credits. The  
12 obligation to write the check for that will mature  
13 shortly after the St. Johns River Water Management  
14 District releases those credits. It could happen  
15 any time. Likely to happen 45, 60 days out.

16 We are -- we are working diligently to request  
17 the State of Florida amend our grant for the  
18 purchase money of the Gun Club property. We have a  
19 balance. We have excess monies. We have almost a  
20 million dollars of excess monies because the  
21 negotiated price of the Gun Club purchase was about  
22 a million dollars less than the DOT grant.

23 We would like to take those excess funds and  
24 to apply them to the mitigation credits that we  
25 have to purchase for them. So we're actively

1 asking -- working up our application to ask the  
2 State of Florida to do that.

3 When you authorized the purchase of those  
4 mitigation credits, I sat here and said  
5 unambiguously those mitigation credits were for the  
6 north parcel where the road relocation is going to  
7 be, and that's the current directive from the  
8 board.

9 Now, in the meantime, Volato made an  
10 application to the St. Johns Water Management  
11 District in I believe April some time. To cut to  
12 the chase of it, Volato has requested an extension  
13 of time both to make its decision about going  
14 forward and to submit its detailed engineering  
15 plans.

16 And I'm choosing my words carefully, but  
17 having reserved all of our rights under the  
18 contract, we've told them that we would forbear any  
19 decision about anything for an initial period of 90  
20 days. We're on our second period of 90 days.

21 Volato about a month ago made a request that  
22 the mitigation credits which are under a contract  
23 be used for the southern parcel, the Volato parcel.  
24 Staff's response was, yes, it was contemplated that  
25 it would be used but that you would -- you, Volato,



1 would piggyback on -- on the fact that we had  
2 started the permitting years ago, and if under the  
3 contract you want to reimburse us for those  
4 mitigation credits, we will entertain that request.

5 Volato's response at the time was, we -- we  
6 don't propose to reimburse the Airport Authority  
7 for the mitigation credits, we propose the airport  
8 just use them for the south parcel. And -- and at  
9 my recommendation to Mr. Pittman, we didn't wait  
10 90 days for that request, we gave Volato an answer  
11 and we said staff's decision is not to do that.

12 They have the ability to appeal that decision  
13 to you. They've -- subsequently, we've had some  
14 discussions with Volato such that -- and I'm  
15 paraphrasing Volato's request, but it's this:  
16 Let's set aside who pays for it for the moment.  
17 Set it aside. We, Volato, we're -- we're very  
18 close to potentially putting something together.  
19 Don't want to talk about the details because we  
20 might ruin it, but we're very close to putting  
21 something together. It would help us get over the  
22 top of putting that something together if we can  
23 represent that the mitigation credits could be used  
24 on the southern parcel if the need for those  
25 mitigation credits arising from the southern parcel

1 development showed up at our doorstep first.

2 CHAIRMAN LUDLOW: Okay. This is just an  
3 update, right?

4 MR. ROBERTS: This is just an update. I --  
5 we -- we let Volato know that we would inform you  
6 of their request that way.

7 And -- and so, none of these things are at  
8 issue yet. We have the contractual ability to do  
9 whatever we want with those mitigation credits on  
10 the east side north parcel or south parcel. Under  
11 our purchase contract, we have that discretion.

12 I -- I make this request known to you because  
13 I represented when you authorized the purchase  
14 monies for it, that it was only going to be used  
15 for the north parcel. So that re -- that request  
16 hasn't matured yet.

17 The only one advantage, one advantage is if  
18 Volato were to purchase those mitigation credits  
19 through us, then the one and a half million dollars  
20 that we contemplated potentially having to write  
21 out of our savings account would be replaced. So  
22 that's a one-to-one reimbursement if Volato were to  
23 use the credits and reimburse the  
24 Airport Authority.

25 If we use them on the north parcel and -- and

1           assuming we're successful with our grant  
2           modification, it would be less than a one-for-one  
3           reimbursement.

4           But we -- we represented that we would make  
5           the board known of -- of their request to keep the  
6           option open. And no one's here coming to you yet  
7           and making an ask for anything, but we represented  
8           that we would make that request known to you. So  
9           that's --

10           CHAIRMAN LUDLOW: Thank you.

11           MR. ROBERTS: Yes.

12           CHAIRMAN LUDLOW: Yes. Jeremiah?

13           MR. BLOCKER: Yes, ma'am. Just -- just to  
14           kind of go off that.

15           So without naming the parties, there have been  
16           several parties that have reached out, and so we  
17           have done some due diligence. There are other  
18           stakeholders that are involved in this project.

19           So it's going to take some time for that to  
20           come together, but I can represent to you that it  
21           would be a great economic benefit to -- to the  
22           Airport Authority and to the -- to the community  
23           until -- without getting into any further details.

24           CHAIRMAN LUDLOW: Number one, I have to ask  
25           who you guys are working for, the airport or

1 Volato? Number two, what about the 90-day  
2 extension?

3 MR. BLOCKER: Well, that was con -- I'll let  
4 Mr. Roberts --

5 MR. ROBERTS: Yeah.

6 MR. BLOCKER: That was contemplating the  
7 contract that was drafted.

8 CHAIRMAN LUDLOW: Oh.

9 MR. BLOCKER: That there would be 90-day  
10 extensions based on --

11 MR. OLSON: One 90-day extension, I agree.

12 CHAIRMAN LUDLOW: Exactly.

13 MR. ROBERTS: That's right.

14 MR. OLSON: So it's -- it would require a  
15 lease modification to go beyond the second 90 days.

16 CHAIRMAN LUDLOW: Thank you.

17 MR. ROBERTS: That's why I chose my words  
18 carefully.

19 MR. OLSON: Okay.

20 MR. ROBERTS: I told Volato that we would  
21 forbear any decision, reserving all of our rights  
22 under the contract --

23 MR. OLSON: And --

24 MR. ROBERTS: -- for another 90 days.

25 MR. OLSON: -- the airport cannot use its

1 funds for economic development. There's an FAA  
2 regulation. So we can't do that.

3 MR. ROBERTS: It's --

4 MR. OLSON: Plus we don't have the funds. I  
5 think we --

6 CHAIRMAN LUDLOW: Any discussion?

7 MR. OLSON: Plus we have to buy the -- we have  
8 to have the credits in order to do the road through  
9 the north parcel.

10 MR. ROBERTS: I think --

11 MR. OLSON: And that road opens -- is more  
12 fundamental. It opens up the east side, so...

13 MR. ROBERTS: Yes.

14 CHAIRMAN LUDLOW: Thank you. Dennis?

15 MR. CLARKE: We've -- we've applied for 4.89  
16 mitigation credits. What -- what's the balance? I  
17 thought we needed about 12. Is that --

18 CHAIRMAN LUDLOW: 7 and 5.

19 MR. CLARKE: -- total?

20 MR. ROBERTS: So, total east side mitigation  
21 credits, north parcel and the Volato parcel, total  
22 about 12 1/2.

23 MR. CLARKE: Okay.

24 MR. ROBERTS: We have a contract to purchase  
25 4.89, and -- and we're in control of our destiny

1 on -- and that gives us control over our destiny of  
2 the north parcel road relocation. That -- that  
3 should be enough mitigation credits to relocate the  
4 road. We don't have to worry that we're going to  
5 show up and everybody's ready to relocate the road  
6 and we don't have the mitigation credits. So we're  
7 right -- as we speak right now, we're in control of  
8 our destiny for our development of the north  
9 parcel, which is a good safe place to be.

10 The next tranche of mitigation credits that  
11 may come available will be in February of 2025 at  
12 another 4.98, not 4.89, but another 4.98. So  
13 they're -- you know, we're in -- presently in  
14 control of our destiny right now with these  
15 credits.

16 I would never recommend to the board that we  
17 do anything other than be reimbursed for them if  
18 the ask were made. And so, that's not being --  
19 that's not the issue.

20 The issue is simply if -- if a development on  
21 the south parcel shows up that's ready to go that  
22 would use the mitigation credits immediately, is  
23 there the flexibility to use that? And so --

24 CHAIRMAN LUDLOW: Any more discussion?

25 MR. CLARKE: I -- I have one more -- one -- I

1 just have some concern that the -- if we -- or, you  
2 know, to make the deal with -- to dedicate those  
3 4.89 mitigation credits to Volato, that we would  
4 give the appearance of, as Mr. Olson has suggested,  
5 their funders, Volato's funders perhaps may look at  
6 that as our contribution to toward their -- in  
7 other words, their -- we would be providing their  
8 funding. It -- can that be -- can that perception  
9 be --

10 MR. ROBERTS: Well, unambiguously, from my  
11 point of view, under the contract, Volato has the  
12 obligation to get these credits.

13 MR. CLARKE: Okay.

14 MR. ROBERTS: I don't think there's a -- I  
15 don't think there's a real dispute about that.  
16 That's why they applied themselves to the St. Johns  
17 Water Management District. So I think -- I -- my  
18 point of view, there's no dispute over who has to  
19 pay for it. Volato would have to pay for it.

20 The only -- the only issue is, were Volato to  
21 bring a development set of plans that would arrive  
22 sooner than the north parcel, could they reimburse  
23 us a hundred percent and use those credits? And --  
24 and no one's proposing that yet because they  
25 haven't brought that package together yet. But we

1 represented that we would make the board aware of  
2 their ask.

3 CHAIRMAN LUDLOW: No other discussion, thank  
4 you for your update.

5 MR. ROBERTS: Thank you.

6 EXECUTIVE DIRECTOR SEARCH

7 CHAIRMAN LUDLOW: And Shandon, we have a  
8 report from -- Shandon, now would you like to come  
9 up and -- what's it called? Executive director  
10 search presentation by Shandon.

11 MR. BERRY: A little too used to this chair.  
12 I'm back.

13 CHAIRMAN LUDLOW: That's what happens when you  
14 get old.

15 MR. BERRY: Sitting in a chair will do it.

16 So, working with your team and working with  
17 you guys the last few board meetings, and the last  
18 time -- you guys were talking about the need to  
19 fill the executive director position, and I made  
20 the comment to I think Reba and one of the other  
21 board members, I don't remember who it was, that  
22 one of the things Shandon has done for a lot of our  
23 clients is -- is recruited -- helped them recruit  
24 their top level leaders in the organization.

25 This is -- the reason we do this, and it's --



1 I guess the story I have to tell is I've run quite  
2 a number of companies, as we talked about, in my  
3 career, anywhere from about 4 million to  
4 1.2 billion, and one of the things that I always  
5 noticed is when I turn to recruit somebody, there  
6 were two -- usually two fundamental errors that  
7 happen.

8 Number one is exactly what we were trying to  
9 recruit wasn't clear because the homework that  
10 needed to be done, the preparation that needed to  
11 be done in order to go out and recruit the right  
12 person for the job didn't get done.

13 The second mistake that would typically happen  
14 is we would abdicate that to a recruitment firm and  
15 say we need somebody to do our job and they would  
16 assume that if they knew the organization and knew  
17 the title of the job, they knew the person that  
18 they needed to hire to -- to do the job.

19 And I found that -- I found it just to be a  
20 woefully inadequate way of recruiting somebody.  
21 Guys, this is just based on 30 years of experience  
22 of me hiring people at a very high level.

23 Recruiters work fine. That may be what the  
24 board chooses to do, and, you know, I'm sure you  
25 can find the right person doing that.

1           What we do for a lot of our clients, though,  
2           is we come in and we -- we do the -- we do the  
3           background work that needs to be done in order  
4           to -- to assure that when you recruit that person,  
5           that you get somebody that -- that'll stay with  
6           your organization. The way I like to describe it  
7           is, you know, you're going out and buying talent to  
8           run your organization, but you've got to remember  
9           if you're looking for the right talent, you're  
10          trying to sell your organization to that person  
11          because you need that to be a good fit.

12           This is a good-paying job. It is in a  
13          great -- it is in a great community. I live here  
14          in St. Johns County. I love it here, too. This is  
15          my home. It's going to be a place where a lot of  
16          people are going to want to come and a job that  
17          people are going to want to have.

18           You've had, ooh, I hate to say this, what,  
19          four executive directors in about the last 18  
20          months or so. So there's a little instability  
21          there, which I think sort of heightens the need to  
22          make sure this time it gets done -- it gets done  
23          right. Do you mind clipping through to the next  
24          slide?

25           MR. PITTMAN: Yes, sir.

1           MR. BERRY: So one of the things that -- this  
2 is sort of the -- the process that I've always  
3 followed in terms of me recruiting somebody, is  
4 you've got to get prepared for their recruitment.  
5 You want to solicit candidates, grade the  
6 candidates, interview them, revisit and shape the  
7 offer, and then think about what does it look like  
8 orientation-wise? What does it look like to  
9 integrate them into the options?

10           In following this process, from experience,  
11 has led to a much higher percentage of getting a  
12 person into the job that's going to be there for a  
13 long time and that really understands the job.

14           Hiring a key position, you know, this is where  
15 the person you're going to hire is going to be  
16 ideally sitting where I'm sitting and they're going  
17 to be overseeing your operations, they're going to  
18 oversee your finance, they're going to help develop  
19 the strategy with you as the board.

20           But probably one of the most important things  
21 they are going to do, and the -- and the item that  
22 gets overlooked the most is they're going to build  
23 a culture of your -- of your organization and what  
24 does that culture look like?

25           Again, we talk -- I talked a little bit about

1           it in the very beginning, the dealership skills and  
2           accountability. We do this -- Shandon has done  
3           this for a lot of -- we've recruited CEOs, CFOs,  
4           controllers, managers, VPs. And the reason a lot  
5           of our clients turn to us is because of the way  
6           that we interact with our clients, much like what  
7           we're doing for you now.

8                     We get to learn the organization pretty  
9           intimately and it puts us in a position to be able  
10          to walk both the board and the team that's here  
11          through the process with more accuracy because we  
12          have a better understanding than bringing somebody  
13          in from the outside that's just going to put a body  
14          in the job.

15                    For you, you guys are under contract with us.  
16          You pay us by the hour. And as I told you before,  
17          that's the way we work. Our business is just sort  
18          of geared around that.

19                    We don't -- and again, I'm -- I know I'm  
20          talking about a subject we've talked about before,  
21          but we don't market ourselves. Most of our  
22          business comes from word of mouth. We don't take  
23          every job that comes our way. We only work for  
24          folks that need us, want us, and that we feel like  
25          we can add a lot of value to the job.

1           And looking for somebody, if you're going to  
2 go out to a consulting firm, my experience has been  
3 you're going to pay somewhere between 20 and  
4 30 percent of whatever their starting salary is  
5 going to be. So you can do the math. If it's 200  
6 and -- you know, if it's \$250,000 or \$300,000, it's  
7 going to cost you somewhere between 75 and a  
8 hundred thousand dollars to recruit that person.

9           We're going to -- we do it -- when we charge  
10 our customers, we just do it by the hour. We're  
11 working on it for you. We work at the will and the  
12 pleasure of the board. We're here to help you  
13 achieve a goal. We don't have an agenda. We're  
14 not trying to do anything or promote any one  
15 person.

16           I can tell you I have zero idea who this  
17 person is, so I'm not running an agenda. What I  
18 would run is the process. And our fees normally  
19 come in at a third or less, 25 percent of what a  
20 normal recruitment fee would come in because we're  
21 only going to bill you if we're working on it.

22           Preparing for the recruitment. Even if you  
23 don't choose us and you decide to go with a  
24 recruitment firm, these are some of the things I  
25 strongly recommend you pay attention to and put

1           some effort in.

2                   Review the job description, the position  
3           description. Make sure it's current, that it's  
4           accurate, that the -- the work that you're  
5           outlining for the executive director is measurable.  
6           That's a key component of it. What we normally do  
7           is we tie a performance review to the job  
8           description and we have both of them together in a  
9           package.

10                   Normally, in working with the attorneys, what  
11           we suggest is we have the attorneys draw up the  
12           employment agreement, but we pull all of the -- all  
13           of the salary data, the comp data, and all of that  
14           kind of stuff and the performance review out of the  
15           middle of the contract and we put it on as an  
16           addendum so it can be changed and -- down the road  
17           without having to change the contract. And if it  
18           needs to be negotiated, you're not all in the guts  
19           of the contract marking it up.

20                   I think a performance review and a -- and an  
21           executive director understanding how they're going  
22           to be graded at the end of the year if there's a  
23           bonus involved or a pay raise, is important.  
24           People are going to work toward what -- what you  
25           measure.

1           Compensation study, we talked a little bit  
2           about that at one of the other board meetings.  
3           This is not just about the salary. It's about  
4           looking at what is the total comp? What are the  
5           benefits, whether it's, you know, benefits being a  
6           health insurance, life insurance, cell phones,  
7           bonuses, car allowance, the actual salary, days  
8           off, continuing education. All of that stuff  
9           should be cranked into the compensation study and  
10          should be weighed against other employers in the  
11          market, but also against the person with the skill  
12          set and the experience you'd bring into the job.

13          And again, talked a little bit about the  
14          employment agreements. We turn to the attorneys to  
15          do that. We try to provide the provision -- the  
16          position description, performance review, and  
17          working with the board, get all of that neatened up  
18          and get it to the attorneys for -- for drafting.

19          Again, soliciting the candidates, it's  
20          important to remember, you know, when you get into  
21          this, you're -- if you're going after the right  
22          candidate, you have to be prepared to interview  
23          that candidate, to be able to give that candidate  
24          data to -- in order to make a decision.

25          I think it's important to remember that, you

1 know, if -- if this is the -- if this wasn't a  
2 creme de la creme job, I probably wouldn't be  
3 saying this, but you're going to have the  
4 opportunity to recruit somebody pretty -- pretty  
5 high-powered into this job because of the job,  
6 because of the growth plans that are before you,  
7 because of the community you're in and the  
8 community that those of you that have lived here  
9 longer than the ten years I've lived here have  
10 built for the rest of us. It's going to be quite  
11 an attractive opportunity for people.

12 And so, what we do is we make sure that we're  
13 marketing the organization and the job, prepare to  
14 answer questions that are going to come up, and  
15 then bring all of that information into a central  
16 repository.

17 These are -- so I'm sharing this with you.  
18 These are the techniques. This is normally what I  
19 do and, you know, when I help people do this, I try  
20 to just lean on the experience and the things that  
21 I've learned because I spent my entire career  
22 stepping into jobs that needed to be turned around  
23 or needed to be perfected in one way or another.

24 But when I'm hiring somebody, these are the  
25 four attributes. These are the four things I'm



1 looking for. Do they have the proper education?  
2 And we reflect that in the job description. Do  
3 they have the right experience? We define that in  
4 the job description. Those things are -- those  
5 things are very objective and they're easy to do.

6 The subjective part of this is, do they have  
7 the right aptitude and will they fit the community?  
8 Will they fit the community? Will they fit the  
9 environment? Will they get along with the board  
10 well? How do they interact with the pilot  
11 community? You know, the last thing in the world  
12 you need is somebody sitting in a chair that's  
13 going to alienate your pilots out here or your  
14 other business folks that are -- that are  
15 conducting business on the airport.

16 And so, each one of these are extremely  
17 important and they should actually roll out at  
18 about that order. You're going to qualify your  
19 candidates based on their education and experience,  
20 and then you have to construct the process. That  
21 will put them through an ability to gauge their  
22 aptitude and eventually measure their fit in the  
23 community.

24 In the process, once the -- once the  
25 solicitation's done and everybody's agreed on where

1           you're going, normally you want to narrow it down  
2           to a field of three or four folks.

3           It's been my experience that it usually goes  
4           one of two ways. You put -- you cast a net and  
5           everybody that you catch in the net, you're kind of  
6           looking at going, wow, I don't know if there's  
7           anybody in here that really rises to the level of  
8           what we're looking for, or you end up with three or  
9           four that you go, wow, any one of these would be --  
10          probably make a good candidate. And it's not much  
11          in between, to be honest with you.

12          The screening is the second thing that needs  
13          to happen. And again, if it were us, we would be  
14          doing this for you, and that's -- really, you're  
15          getting somebody on Zoom to see if they take enough  
16          time to put on a coat and tie or they're going to  
17          have -- be at a location and take the screening  
18          process seriously or did they just throw their name  
19          out there and they don't really care whether they  
20          get the job or not.

21          We have a guy on our team that does nothing  
22          but does the -- does career coaching and board  
23          coaching and things like that. One of the tools we  
24          have in our toolbox is called a predictive index.  
25          It's a five-minute profile of a person, and it will

1 tell you just about everything you want to know.

2 So every person fits a certain category. They  
3 can take this test in about three or four minutes  
4 and we can tell exactly what kind of person they  
5 are.

6 Probably not hard for you to figure I took the  
7 test and I'm a strategist. My wife's a craftsman.  
8 Jeff in the back of the room is the scholar. And  
9 if you look at all of us, you're going to go like,  
10 it's hits like point on with everybody.

11 CHAIRMAN LUDLOW: Don't say what we are.

12 MR. BERRY: So then, once that happens, you  
13 get the initial group down and then we try to put  
14 together a group of folks that can interview the  
15 candidate.

16 Now, I know there's some sunshine laws and all  
17 we have to work around, but it's going to be  
18 important to get all of you involved in that  
19 process. Once it's narrowed down to one or two  
20 folks, you bring them in for a visit.

21 The visit needs to be well-orchestrated.  
22 There needs to be nothing left to chance. From the  
23 time that they're flying in or picked up at the  
24 airport, if they're put in a hotel, they're  
25 delivered there. If it's a female, there's flowers

1 in the room. If it's a male, there's a basket of  
2 fruit in the room.

3 You need to think of everything: Where  
4 they're going to be, when they're going to be, when  
5 is their time going to be free? Who are they  
6 talking to? What is the purpose of that? That  
7 needs to be well-orchestrated.

8 And then the final thing is, once all of  
9 that's done -- and it's important that you put  
10 every single candidate through the exact same  
11 process so you're weighing them against each --  
12 you're weighing the candidates against the field of  
13 candidates, right? Because if you treat them  
14 differently, you'll get different responses and it  
15 makes it a lot harder to measure.

16 And then the final thing is, everybody that's  
17 involved in the process -- and normally what I  
18 would do is I will have -- for instance, if I had  
19 a -- if I had a chauffeur service bring them in, I  
20 would talk to the chauffeur and ask him if he saw  
21 anything strange.

22 Believe it or not, I've brought guys in to  
23 hire as a CEO of subsidiary companies where the  
24 chauffeur told me he was yelling at his wife and  
25 kids on the phone in the car on the way to

1 interview. Well, needless to say that one didn't  
2 get very far. But you turn to everybody that's  
3 involved in the process and you get their  
4 impressions on what happened.

5 And then, again, I talked about this earlier.  
6 If you get all the way through this process, you  
7 can't be afraid that if you don't find the  
8 appropriate candidate, you don't just sort of what  
9 I call rinse and repeat the process. Just start  
10 all over again. Courtney.

11 And then, shaping the offer. You rank the  
12 field if you bring two or three of them in.  
13 Redefine the offer based on what the board wants to  
14 do. There may be somebody, for instance, you bring  
15 in that you really like whose current salary won't  
16 hire them and you need to change the salary or  
17 there's a certain benefit that they're looking for,  
18 maybe it's more vacation time. Maybe it's, you  
19 know, they've got a sick parent or something and  
20 they're going to need some -- some kind of  
21 accommodation. You want to make sure that, you  
22 know, that's reflected in the offer. And then of  
23 course negotiate the offer, and then at that point  
24 you put the offer forward.

25 And so, I'm sharing this with you at the

1           urging of your chairwoman. This is how I recruit  
2           folks at the companies when I'm leading the  
3           company. It works. I've been using this for  
4           years.

5           I can think of six or eight clients we have  
6           right now, everything from CEOs down to  
7           controllers, and every person we've recruited, save  
8           one, is still in place years later because the  
9           process really works. And the only reason that  
10          particular guy who was a controller is not is he's  
11          married to a young woman who has a very successful  
12          career with Pricewaterhouse, one of the big firms,  
13          and they moved her to Ohio and he had to move as  
14          well.

15          CHAIRMAN LUDLOW: And he left.

16          MR. BERRY: But the process works.

17          I'm happy to help you guys with this, whether  
18          that means you'd like for me to help you in a very  
19          intense way or whether you go out and find a  
20          recruitment firm and you'd like for me to work with  
21          them to make sure all of this happens or if you  
22          just want to take what I just handed you and apply  
23          it to the best of your ability.

24          CHAIRMAN LUDLOW: Thank you.

25          MR. BERRY: I'm happy to answer any questions

1           you may have.

2           CHAIRMAN LUDLOW: Very good. Can you -- this  
3 is really off the wall, though. You can't use an  
4 hourly fee versus retained, you know, or contingent  
5 fee, but what is an average of an estimate of time  
6 you spend?

7           MR. BERRY: And I've never really averaged it.  
8 Some of them, it's on the low side, we can -- if we  
9 get it done in probably 20 or 25 hours. On the  
10 high side, it could be 50 or 60 hours. But it's --  
11 it just really depends.

12          CHAIRMAN LUDLOW: Significantly -- so you're  
13 significantly less than our ADK or --

14          MR. BERRY: Absolutely.

15          CHAIRMAN LUDLOW: -- the \$20- and \$30,000 we  
16 paid them, plus have never seen such a complete,  
17 you know, avenue of your whole process. We never  
18 got that from anybody else, I can tell you. I'm  
19 sorry, that's my comments. Anybody else?

20          MR. BERRY: The one thing we don't do, I'm  
21 just going to point this out, a lot of recruitment  
22 firms will guarantee you that if you hire that  
23 employee and they leave within 90 days or 180 days,  
24 they will go find you another one. We don't do --

25          CHAIRMAN LUDLOW: Free?

1 MR. BERRY: Hmm?

2 CHAIRMAN LUDLOW: Free?

3 MR. BERRY: Most of them do. The ones I've  
4 always dealt with do. We don't do that --

5 CHAIRMAN LUDLOW: Yeah.

6 MR. BERRY: -- because where they typically  
7 act in a vacuum, they're taking the job description  
8 and going out and finding people and just bringing  
9 them in; we're going to be walking through this  
10 process together and we're going to get the results  
11 we get together.

12 And if it works, great. If it doesn't, we'll  
13 have the process and everything ironed out so if we  
14 have to go through the whole wash and repeat -- you  
15 know, rinse and repeat thing, it's not nearly as  
16 labor-intensive because all the groundwork has been  
17 done. Now we're just going back and soliciting a  
18 new field of -- of candidates.

19 CHAIRMAN LUDLOW: I'd like to ask the board  
20 what they feel, like, you know, for an executive  
21 search for this company.

22 MS. CASH-CHAPMAN: I feel like this is  
23 something that we have needed. You know my  
24 thoughts on using a search firm in general. I  
25 don't think I'm alone in that thought.



1           I think what we saw looks great. I mean,  
2 obviously there's more things to iron out and that  
3 sort of thing, but I think that -- a first  
4 impression overall, I think that it looks good to  
5 me.

6           CHAIRMAN LUDLOW: I -- I think it's fantastic.  
7 We've never had that much information or -- you  
8 know, of what they would do for us. We've never  
9 had that kind of disclosure. Dennis?

10          MR. CLARKE: I think the fact that Shandon  
11 is -- is performing an administrative MRI on our  
12 organization as we speak is -- is really helpful.

13          And, you know, as Ross said, they get to know  
14 their client intimately. And -- and they really  
15 have -- have to do that by digging into our  
16 administrative process and accounting system,  
17 helping with all this. So the insight that they  
18 would bring into that -- this process would be  
19 really unique and remarkable and I'd be very much  
20 in favor.

21          CHAIRMAN LUDLOW: That's amazing.

22          MR. OLSON: I would say, you know, it's a plus  
23 that Shandon knows our organization now and in a  
24 detailed way. And, you know, I thought the process  
25 you discussed seemed on target.

1           I think the consideration that -- you know,  
2           number one is you need to be working on our  
3           finances, so I -- I would worry if there was a  
4           distraction on that. Plus, we need to do a search.

5           I guess my other thought is that probably the  
6           specialist firms that specialize in airport  
7           executive recruitment, they probably are a bit  
8           higher in cost, but they do have the advantage of  
9           the airport manager community, executive director  
10          community, there's a lot of networking done within  
11          that all the time, and airport directors know each  
12          other, and these specialist search firms hang out  
13          at airport conferences.

14          They're in touch with -- they do -- there's an  
15          advantage to having that specialty. They -- word  
16          of mouth, they don't -- you know, they don't do  
17          their business by posting advertising; they already  
18          have a cadre of people that they know and have been  
19          watching and communicating with probably through  
20          their -- a couple of years of their careers. So  
21          that is an advantage for the specialist firm.

22          And I think one of the -- we did have an  
23          experience with ADK. Their fee was -- and I don't  
24          know whether it's changed a lot, their full-service  
25          fee is \$40,000.

1           They were brought on before a number of people  
2           came on this board, so they may not have had the  
3           exposure to the pitch that we got today, but they  
4           pretty much go through the same process that you  
5           outlined.

6           I would say the advantage, again, of an  
7           airport specialist firm is that they -- they  
8           probably -- if they -- if they got an assignment  
9           from us, they would probably have a dozen  
10          candidates that would be -- they would be -- pull  
11          into the process because they pick -- they would  
12          already have assessed the match with us. Whereas,  
13          a nonspecialist firm may be needing to -- may not  
14          have that advantage.

15          So those are -- those are my thoughts. But  
16          again, I think there is a strength in you knowing  
17          our business and our finances. But I urge that  
18          your number one focus is on -- you know, getting us  
19          the kind of financial alignment that we need for  
20          our budget this year. That's my thought.

21          CHAIRMAN LUDLOW: Thank you.

22          MS. LIOTTA: I think that this process sounds  
23          very detailed and, you know -- but with all the  
24          processes like this and you highlighted it  
25          yourself, the work can't be done if you don't know

1           who you're looking for.

2           And I think part of the struggle that we've  
3           seen, as you pointed out, with the turnover is I  
4           think figuring out what we are looking for in those  
5           terms of education and fit and experience and like  
6           who are we trying to target and what do we want  
7           that role to be, is work we have to do as a board  
8           and we can't put that on a third party.

9           And so, I -- I think that I don't disagree  
10          that it would be good to have a really detailed  
11          structured process, but I think that there's more  
12          conversation to have as a board, probably more  
13          appropriate for a workshop, as to what -- what --  
14          you know, more of those conversations to get a  
15          really good head start.

16          Because otherwise, we'll find -- because if we  
17          find ourselves going down the road like, oh, no, we  
18          don't think of that, like, let's go back and think  
19          about it; it's going to take longer, it's going to  
20          cost more, and it's going to be frustrating for  
21          everybody involved. So I think that groundwork,  
22          doing that little bit of front work, is going to be  
23          important here.

24          CHAIRMAN LUDLOW: Thank you. Would you have  
25          to change your contract?

1 (Mr. Berry shakes his head.)

2 CHAIRMAN LUDLOW: Okay. We would not have to  
3 change the contract at all, and I -- I -- do we  
4 have to vote on that? I mean, can we ask them to  
5 please take on -- and also --

6 MS. LIOTTA: I don't think that we're -- I'm  
7 not prepared to vote today on whether to start to  
8 engage --

9 CHAIRMAN LUDLOW: Well, you don't have to.

10 MS. LIOTTA: But are you suggesting that we  
11 have a vote?

12 CHAIRMAN LUDLOW: Can we suggest that -- you  
13 know, we have resumes already and some of our  
14 questions were, you know, should it go to staff or  
15 should it come to the board or things like that.  
16 So, at this point, we could send the resumes to you  
17 that we have and going forward, you would be taking  
18 care of the rest of it, right?

19 MR. BERRY: That's certainly a possibility.

20 CHAIRMAN LUDLOW: Thank you. So, that was a  
21 very good presentation, and thank you.

22 MS. LIOTTA: For clarity, is it your intent  
23 that you want that to happen? Because I think that  
24 would require a board vote if we're shifting our  
25 process to --

1           CHAIRMAN LUDLOW: Every --

2           MS. LIOTTA: -- engaging them or are you just  
3 asking for information what it would look like if  
4 we did? I'm just confused.

5           CHAIRMAN LUDLOW: Well, yeah, because, I mean,  
6 every meeting, you guys ask for when are we going  
7 to do the executive search -- the executive search.  
8 And now we have somebody offering to do this that  
9 we already have under contract and they've given us  
10 a most detailed process, and it would definitely be  
11 my opinion that we should approve them to -- to  
12 begin the recruitment. Isn't that what you wanted?

13          MS. LIOTTA: And I just -- and I just said  
14 that --

15          CHAIRMAN LUDLOW: You don't want to vote on  
16 it.

17          MS. LIOTTA: -- I feel we need to have a clear  
18 scope and a clear understanding of what we would  
19 ask that -- that group to do. And I don't think  
20 that that's fully fleshed out. That's a process.

21          CHAIRMAN LUDLOW: What other questions do you  
22 have?

23          MS. CASH-CHAPMAN: So I think what we had  
24 talked about before, a few months back when we  
25 brought this up, were things like the job

1 description and what are we looking for as a board.  
2 We're not leaving it up to a third party to decide  
3 what we want.

4 So I think that what Jennifer is suggesting is  
5 that we have a workshop and we do kind of that  
6 groundwork first, here's exactly what we want. And  
7 so I don't think it was a, no, we don't want them  
8 to do it; I just don't think we're at that step  
9 yet. I think that --

10 CHAIRMAN LUDLOW: Okay.

11 MS. CASH-CHAPMAN: -- first that needs to be a  
12 workshop so that we're all on the same page before  
13 release it to a third party to then start that  
14 search.

15 CHAIRMAN LUDLOW: Okay. So then we can set up  
16 a workshop and we can ask all the board members to  
17 bring their description of what they would like for  
18 an executive director.

19 MS. CASH-CHAPMAN: I think that makes the most  
20 sense to me.

21 CHAIRMAN LUDLOW: Okay. Thank you. And thank  
22 you again.

23 All right. Next on the agenda --

24 MS. MARTIN: Any public comment?

25 CHAIRMAN LUDLOW: Sorry. Well --

1 MS. LIOTTA: It's not a vote.

2 CHAIRMAN LUDLOW: We don't have a vote or  
3 anything yet.

4 MR. OLSON: No vote.

5 CHAIRMAN LUDLOW: So we still have to get  
6 through these other things. We still haven't  
7 gotten to Courtney's business.

8 CAO PROPOSAL DISCUSSION

9 CHAIRMAN LUDLOW: So the next thing on the  
10 agenda is about for -- a proposal for the  
11 appointment of a chief administrative officer, copy  
12 attached. Staff members have no recommendation on  
13 this matter that will require the appointment of an  
14 executive-level position reporting directly to the  
15 board.

16 Okay. We should have board discussion first  
17 before public discussion.

18 MR. BLOCKER: Yes, ma'am.

19 CHAIRMAN LUDLOW: So --

20 MS. CASH-CHAPMAN: So I originally brought  
21 this forward because, you know, as we talked about  
22 in the workshop -- and I hope you've all had some  
23 time to kind of go through it and see what I  
24 suggested. And, again, this wasn't to be the  
25 almighty answer; this was to start the discussion



1 to see if this is something that we need and what  
2 that looks like moving forward.

3 I think that it is very clear that this  
4 airport is craving stability in some form. I think  
5 that part of our goal is for us as a board not to  
6 micromanage to the extent that we are hindering any  
7 of the day-to-day operations and that we can hire  
8 people that we can trust to get the job done for  
9 us.

10 I think that Courtney is doing a fantastic  
11 job, but I think that the position that we have put  
12 our airport in requires more than one person at  
13 this point to get us back up to where we can be  
14 proud of who we're presenting, proud of what we're  
15 presenting to the public, and in our search for an  
16 executive director.

17 As was mentioned previously, this is a really  
18 small community. We don't look great to that  
19 community right now. And I think that one of our  
20 ways to help us get back up to where we need to be  
21 is this temporary position for a chief  
22 administrative officer.

23 CHAIRMAN LUDLOW: I didn't think two years was  
24 very temporary.

25 MS. CASH-CHAPMAN: Compared to 20.

1           CHAIRMAN LUDLOW: Anybody -- anyway. Dennis,  
2 your comments, please?

3           MR. CLARKE: Well, I think there -- there are  
4 some -- there are good elements under the rationale  
5 for the appointment, you know, some of the  
6 descriptions. I think it -- there's -- but there's  
7 definitely overlap with an executive director and a  
8 chief financial officer.

9           In a -- in an organization our size, in my  
10 experience, I believe that a chief financial  
11 officer is normally the chief administrative  
12 officer. They effectively are -- that they wear  
13 multiple hats. And, you know, this description  
14 speaks to that.

15           Having just, you know, heard Ross -- Ross  
16 Berry's presentation, I think it may be premature  
17 for us to try to appoint another person reporting  
18 directly to the board parallel to the existing  
19 interim executive director.

20           That could be very awkward and it may  
21 compromise our ability to attract a candidate. You  
22 know, if they see that we have -- you know, they're  
23 going to be equal in stature to another person  
24 reporting to the board, that could be a little  
25 awkward, in my view.

1           So, I think this is, you know, premature to  
2 look at this right now. But elements of this could  
3 be built into the -- to the executive director  
4 description and other administrative improvements  
5 that we have going forward, particularly with  
6 the -- with a chief financial officer and that  
7 person being a de facto chief administrative  
8 officer as well.

9           There are also elements in here of regulatory  
10 compliance and safety. We would have to get  
11 somebody in here that would have some experience  
12 with FAA regulations, possibly, you know, other  
13 safety regulations.

14           There's a lot in here, is what I'm saying. I  
15 don't think we're ready for this yet, not in my  
16 view. Not -- especially not appointing another  
17 officer reporting directly to the board. I just  
18 don't think that's wise at this point.

19           MS. LIOTTA: Well, I think those are good  
20 points.

21           CHAIRMAN LUDLOW: Are you next? I'm sorry,  
22 Bob.

23           MS. LIOTTA: Oh, sorry.

24           CHAIRMAN LUDLOW: Go ahead.

25           MS. LIOTTA: I think those are good points and

1 I -- I think there may be a way to address that,  
2 like, in -- and -- because I do believe -- I do  
3 agree that if you have two direct equal reports to  
4 the board, that could be -- there could be some  
5 role confusion, there could be some issues there,  
6 and it could create conflicts.

7           However, I do like the idea of having somebody  
8 who knows that they have a direct line in some way,  
9 shape, or form. Like, for example, in a  
10 corporation -- in a corporate scenario where you  
11 have a chief security officer or information  
12 security officer who directs -- who reports  
13 directly to the board, that person works for the  
14 CEO but reports directly to the board on security  
15 matters, so that there's -- it's like a  
16 checks-and-balance sort of thing so that they know  
17 that -- the board can know that they're getting  
18 complete information and that there's not like a  
19 bottleneck, that if something at the CEO level is  
20 not being addressed, that there's a way to get that  
21 information to the board.

22           That's very standard in board structures, to  
23 have those sort of reporting lines directly to the  
24 board, and even if that person works for the  
25 executive, that that is built in as part of the

1 internal controls of the organization.

2 I do believe we have an internal control issue  
3 where the board is not getting the information  
4 about certain things that are happening, and I  
5 don't -- and that's a structural problem, that's  
6 not pointing fingers at any person. But I think we  
7 need to address it.

8 And partly could be role and partly could be  
9 that what did we ask that role to do. Like counter  
10 signatory authority on -- on certain contracts over  
11 a certain amount so that the board's not ever  
12 surprised, like, well, how did that get approved?  
13 Well, we didn't know about it. Well, the executive  
14 knew about it but never told the board.

15 Well, here, we'd have another person who would  
16 see these things on a day-to-day basis and if there  
17 were questions, it could then be brought to the  
18 board before it just got signed.

19 CHAIRMAN LUDLOW: Thank you. Bob.

20 MR. OLSON: Okay. Some really good points  
21 have been made. I think the points that were just  
22 made by Ms. Liotta are -- are important and they  
23 sort of are best practices things that we need to  
24 establish.

25 But I also -- really, Mr. Clarke made all the

1 points that I was really going to make. I think  
2 having this job description that is so duplicative,  
3 if that's the word, of our executive director  
4 position, plus reporting directly to the board will  
5 complicate our ability talk to and interest clients  
6 for executive -- or candidates for executive  
7 director.

8 I think that we have a level of stability on  
9 our day-to-day operations now with Mr. Pittman. I  
10 understand that the field staff, where we've had  
11 some -- several departures from our field staff,  
12 that our field staff is now back in place with  
13 people experienced with airport work.

14 I see -- I think that we can operate this way  
15 during an interim period of time if it's -- as we  
16 do a pointed search for executive director. So I  
17 think it's premature to create another position as  
18 has been proposed, although I think all the  
19 thinking about our needs is very appropriate.

20 MS. LIOTTA: Well, I will -- just to  
21 counterpoint one thing you say. You think we have  
22 stability. My -- my belief is that we don't,  
23 because we've had a turnover of four executive  
24 directors in 18 months.

25 We do not have stability and we find ourselves

1 in a situation where when we do lose an executive  
2 director, we have to find someone immediately. And  
3 we don't have the luxury of having anyone else on  
4 staff who's a senior person who already has  
5 familiarity, who can be a backup for any reason.  
6 Illness, you know, quitting, whatever it is, if we  
7 don't have that executive director, we've lost a  
8 lot. And I think it's a lot of eggs in one basket  
9 and just is a structural issue that we haven't  
10 addressed that I think we should.

11 CHAIRMAN LUDLOW: Okay.

12 MR. OLSON: Well, I mean, it is what it is,  
13 but we don't -- I don't think this is the solution  
14 to that.

15 CHAIRMAN LUDLOW: Okay. My opinion, please?

16 MR. OLSON: Okay. Shoot.

17 CHAIRMAN LUDLOW: Everybody's had theirs,  
18 right? Jennifer's had two.

19 Okay. I -- I think it's wrong to have two  
20 people reporting to the board. Who wants to be an  
21 executive director when -- when you have a chief  
22 administrative officer with the same duties? And  
23 two people reporting to the board is absolutely,  
24 you know, ridiculous.

25 We have no complaints at all about Courtney.

1 No complaints. The job description you wrote up  
2 could be for executive director. The one you're  
3 thinking of right now, I mean, whoever is the  
4 administrative officer definitely should have some  
5 airport experience. So we have no complaints. Our  
6 stability is fine. I think it's premature and that  
7 we should put it on the board -- on the agenda at a  
8 future time.

9 MS. CASH-CHAPMAN: I think you -- you and I  
10 are clearly talking to different people, because  
11 from what I'm hearing, we do not have stability.  
12 And that's talking to people --

13 CHAIRMAN LUDLOW: Do you have a complaint --

14 MS. CASH-CHAPMAN: -- that also work here.

15 CHAIRMAN LUDLOW: -- about Courtney?

16 MS. CASH-CHAPMAN: That's not what I said. I  
17 said we don't have stability.

18 CHAIRMAN LUDLOW: I think that's stability.

19 MS. CASH-CHAPMAN: Well, liking someone and  
20 having stability I think are two very different  
21 issues. And no one's negating the fact that  
22 Courtney is great. He and I have talked about this  
23 before.

24 The purpose is not to have someone come in and  
25 run the airport side of things. The purpose is to



1 have somebody come in and work with Courtney to  
2 make sure that the administrative stuff is getting  
3 taken care of appropriately and that somebody is  
4 there to work on those interdepartmental agreements  
5 and -- and things of that nature. And so, putting  
6 this off to do it later kind of defeats the purpose  
7 of it all together.

8 CHAIRMAN LUDLOW: Okay.

9 MS. CASH-CHAPMAN: The purpose -- and again, I  
10 put two years in. I did not say that this has to  
11 be: What Michelle wrote is what we do. It could  
12 be six months. It could be a year.

13 The purpose was to get us back to a stable,  
14 thriving environment not just for our tenants, but  
15 also for the county and for the employees that are  
16 already here. Putting this off truly just negates  
17 having it at all.

18 MS. LIOTTA: And I do think we have a bit of  
19 an empty seat in the administration already  
20 because, you know, we -- originally, we had an  
21 executive director and like a deputy -- a deputy  
22 person. And so, that was -- there was a strong  
23 number two. We don't clearly have that now. So I  
24 think we do have a shortage --

25 CHAIRMAN LUDLOW: I can't imagine --

1 MS. LIOTTA: -- of support on the staff.

2 MR. OLSON: Actually, the model that we'd had  
3 up until 18 months ago or so was an executive  
4 director, an office administrative person, and a  
5 direct of oper- -- operations. And then  
6 occasionally we had a person there doing government  
7 relations and PR. We -- that was our office.

8 And I think going -- looking longer, I hope  
9 that our next executive director is the kind that  
10 is, him or herself, a multitasker, one of these  
11 directors that rolls up their sleeves and simply is  
12 not managing a cadre of, you know, consultants to  
13 get the work done; that has a staff, but they're  
14 very efficient and we have a director that's just  
15 willing to, again, get involved with the details of  
16 the airport and -- in a way that I've seen other  
17 directors do. And I think that there's some good  
18 examples out there.

19 This description envisions departments in the  
20 administration. It's referring to various  
21 departments. I think it's sort of in a way  
22 reflective of something much more involved as a  
23 part of administration than our airport might  
24 require. But again, we need to have that strong  
25 administrative leader on our airport and I think

1 the sooner we can have that accomplished, the  
2 better.

3 CHAIRMAN LUDLOW: I agree. I suggest we bring  
4 this up at the workshop to discuss it more. We've  
5 already spent two hours and we still have probably  
6 an hour to go. So, do you mind if we bring it up  
7 at the workshop so we can all talk about it at a  
8 different time? Good. Thank you.

9 Courtney, would -- the staff reports?

10 RESOLUTION 2024-08

11 MR. PITTMAN: You've got your  
12 Resolution 2024-08.

13 CHAIRMAN LUDLOW: Oh, I'm sorry. I forgot the  
14 resolution. I'm sorry.

15 MR. PITTMAN: Yes.

16 CHAIRMAN LUDLOW: Were you going to give a  
17 description of the -- the resolution?

18 MR. PITTMAN: Let me see. Here we go. There  
19 it is.

20 CHAIRMAN LUDLOW: This is -- this is only  
21 housekeeping, this resolution. It is -- so --  
22 well, you -- I'm going to let him tell it.

23 MR. PITTMAN: Okay.

24 CHAIRMAN LUDLOW: But this is standard  
25 housekeeping procedure that is usually done in

1 February, but --

2 MR. OLSON: Oh, it's the election thing?

3 CHAIRMAN LUDLOW: Yes. Right.

4 MR. PITTMAN: Yes.

5 MR. OLSON: Oh, okay. That's --

6 MR. BLOCKER: I can --

7 CHAIRMAN LUDLOW: Right.

8 MR. BLOCKER: I know Mr. Pittman's trying to  
9 get there. So this is a resolution that's done  
10 during the election cycle that the Supervisor of  
11 Elections --

12 CHAIRMAN LUDLOW: Right.

13 MR. BLOCKER: -- requires this just to outline  
14 our procedures and how our board is elected because  
15 we're a special electing district. So this just is  
16 consistent with what we currently do. So this is  
17 required for their -- for their recordkeeping.

18 MR. OLSON: Madam Chairman, I -- I move the  
19 adoption of Resolution 2024-08.

20 CHAIRMAN LUDLOW: Thank you. First motion.

21 MR. CLARKE: I second.

22 CHAIRMAN LUDLOW: Second motion. Passed.

23 MR. BLOCKER: Madam Chair.

24 CHAIRMAN LUDLOW: Public comment.

25 (None.)

1           CHAIRMAN LUDLOW: I was quick to pass that,  
2 wasn't I? Sorry. It should have done in February,  
3 so... Anyway. So no public comment, so motion  
4 pass -- Michelle vote?

5           MS. CASH-CHAPMAN: Aye.

6           CHAIRMAN LUDLOW: Michelle. Dennis vote?

7           MR. CLARKE: Aye.

8           MR. OLSON: Aye.

9           MS. LIOTTA: Aye.

10          CHAIRMAN LUDLOW: Aye. And I vote. So  
11 unanimately. We passed Resolution 2204 -- 22 or 02  
12 [sic], right? Okay. Thank you. Now can I --  
13 staff reports, Courtney?

14                           STAFF REPORTS

15          MR. PITTMAN: Yes, ma'am.

16          CHAIRMAN LUDLOW: They're are short, right?

17          MR. PITTMAN: Absolutely.

18                 So first I'm going to start off with the  
19 Gallagher Insurance updates. Right now we're in  
20 the process of doing our insurance forms for this  
21 year. Last year, the only case claim that we had  
22 was a workmen's compensation case. But other than  
23 that, we're -- we're looking very healthy from an  
24 insurance standpoint.

25                 They will have the insurance quote ready for

1           this year's budget, Mr. Olson, so we'll be ready in  
2           time for the finance committee meeting. They told  
3           me I'd have it at the beginning of next month.

4           CHAIRMAN LUDLOW: Jeremiah --

5           MR. OLSON: Good.

6           MR. PITTMAN: So we're right now in the  
7           process of signing the forms, delivering the  
8           paperwork, and like I said, I'm thankful to say we  
9           didn't increase the price because we've only had a  
10          workmen's compensation claim.

11          All right. Next on the line is the suspended  
12          contracts.

13          MR. CLARKE: One question, I'm sorry.

14          MR. PITTMAN: I'm sorry?

15          MR. CLARKE: Do we have employment practices  
16          coverage endorsement in our policy?

17          MR. PITTMAN: I'll find out for you. It's a  
18          thick booklet of the -- and I'll find out for you  
19          immediately and let the other board members know.

20          MR. CLARKE: I'm pretty we do sure --

21          MR. PITTMAN: Absolutely.

22          MR. CLARKE: -- but I just want to confirm  
23          that.

24          MR. PITTMAN: All right. Suspended contracts.  
25          So, as stated in the previous meetings, those

1 contracts that was made by my predecessor were  
2 suspended. The ones that -- especially  
3 specifically the two that were named.

4 Wings n' Wheels, as stated before, from  
5 Airport Authority standpoint, it was phenomenal. I  
6 thank you for all of your help, everybody who  
7 helped me. This was my first event, especially of  
8 this size, and I'll say the airport came out and  
9 embraced me. I embraced you-all. We had a can-do  
10 attitude. We didn't argue. We got stuff done.  
11 And that's the way things should be done around  
12 here, and I want to keep that momentum.

13 And I look forward to seeing what happens next  
14 year whether I'm sitting in this seat or not. I  
15 just, I love the way the community embraces the  
16 airport and the airport embraces the community.  
17 Lessons were learned, but I had a great time and I  
18 hope you-all did as well.

19 Operations and fuel sales, if you will bear  
20 with me, I'm going to scroll down to the bottom.  
21 Now operations, from the standpoint of fuel, like  
22 this is the fuel sales for this month, and then  
23 operations, operations have started to go up.

24 MR. CLARKE: Rotate.

25 MR. PITTMAN: All right. Operations from the

1           standpoint of air traffic. When I say operations,  
2           I'm talking about air traffic and air traffic  
3           control from the pilots. Our operations have gone  
4           up across the board. We -- like I said in the  
5           previous meetings, we have surpassed pre-COVID  
6           numbers.

7           The reputation of St. Augustine is that we're  
8           one of we invite pilots to come here and fly.  
9           Other airports like Craig Airport, Cecil Field,  
10          Flagler, I'm not telling the pilot community  
11          nothing you don't know, they have a tendency if you  
12          want to do touch-and-go traffic or things of that  
13          nature, they send you somewhere else. This airport  
14          doesn't have that. When you come here and you want  
15          to fly and you want to do touch-and-goes, we open  
16          the door for you-all.

17          One of things we're working on now, we're in  
18          the final stages of being able to present to the  
19          board the update on the ILS. The problem with the  
20          ILS was the FAA and the -- the companies that  
21          approve the ILS wanted to get away from the ILS and  
22          wanted to go the RNAV and the two entities didn't  
23          talk.

24          And so, the FAA now is saying we want to go  
25          back to the ILS, but the community that pays for



1 it, who we would need that cuts the check, are  
2 still saying RNAV. So it's just a little language  
3 that we've got to clear up and the two entities got  
4 to talk so we can go back to having our ILS. And I  
5 know that was very important to Northrop Grumman.

6 That's the only thing that's holding up the  
7 ILS. I've got the quote and everything from  
8 Navtech. That's the technicians that work for this  
9 airport that provide all of the -- the equipment  
10 monitoring and the work. And so that's all we're  
11 waiting on, is for the one agency to say, hey, you  
12 can have an ILS. Which we already have, but I  
13 don't know why they don't want to grasp that.

14 We're in the -- we're in the process of  
15 getting ready to do some stripping on the airport.  
16 Jake here, my maintenance manager, and his team  
17 will be taking care of the stripping. We have a  
18 few markings that came from the last inspection  
19 from the FAA that need to be fixed. Especially  
20 over there Bravo 6 coming off -- at the holding  
21 short of Runway 31. And also over there coming off  
22 of the air terminal to runway -- to the runways.  
23 And that is it from an operational standpoint. Any  
24 questions for me?

25 (None.)

1 MR. PITTMAN: I know I talk fast.

2 CHAIRMAN LUDLOW: He has -- he talks faster  
3 than I can think I always tell him. On the  
4 suspended contracts, I wanted to ask --

5 MR. PITTMAN: Yes, ma'am.

6 CHAIRMAN LUDLOW: -- is that -- one of the  
7 contracts was to do the gala. So does this nullify  
8 the gala, right? We suspended the contract so  
9 we're not -- I didn't know who did that, whether  
10 the board did it or staff did.

11 MR. BLOCKER: Well, I believe, Madam Chair,  
12 initially the board gave approval to -- to work on,  
13 you know, a community relations event --

14 CHAIRMAN LUDLOW: Right.

15 MR. BLOCKER: -- some type of event. I think  
16 that may have gotten kind of sidetracked in the  
17 process. But I have been talking with Mr. Pittman  
18 about bringing that back to the board.

19 You know, one of the challenges is we're  
20 somewhat far along this year. It may be  
21 challenging to do that this year, we may have to  
22 look to doing it this coming year. But I know  
23 Mr. Pittman has been making some inquiries and  
24 we're trying to get that back on track.

25 CHAIRMAN LUDLOW: Well, should we vote on

1           that?  Because, you know, Joe Duke has offered his  
2           place and he's got volunteers, so we have to tell  
3           him if we're going to have it.  If we're not going  
4           to have it this year, you guys will revisit that,  
5           right?

6                   MR. PITTMAN:  If I may, I think we should -- I  
7           mean, it's up to the board ultimately.  I think we  
8           should postpone it.

9                   With the things we've got working on  
10          staff-wise, organizationally, things that we've got  
11          going on on the airport, I think our focus, like  
12          you told me when you voted and put me in this seat,  
13          let's focus on the airport right now.  And then  
14          maybe next year when it's decided who's going to  
15          permanently sit in this seat, it will be time to  
16          move forward with that.

17                   CHAIRMAN LUDLOW:  I totally agree.  Board  
18          agrees?

19                   MR. CLARKE:  Yeah.

20                   MR. OLSON:  Makes sense.

21                   CHAIRMAN LUDLOW:  Okay.  Thank you.

22                   Okay.  Mr. Jeremiah Blocker, general counsel.

23                   MR. BLOCKER:  Yes, ma'am.  Just very very  
24          briefly.  I know we've been here for a while.

25                   So, as was discussed earlier, we're going into

1 our budget cycle. We have some statutory-required  
2 dates for that.

3 Also, as was brought up by the -- by one of  
4 the board members, you know, the board can -- you  
5 know, as a chair, can set some additional  
6 workshops, but we do have some statutory required.  
7 So we'll -- I'll get with Mr. Pittman, we'll make  
8 sure that the board is updated on the  
9 statutory-required meeting schedule.

10 Again, the board and the chair can set other  
11 meetings, additional meetings as needed, but  
12 we'll -- we'll work on that and make sure that's  
13 presented to the board.

14 CHAIRMAN LUDLOW: Thank you. And would you  
15 introduce our guest?

16 MR. BLOCKER: Yes, ma'am. This is Emma.  
17 She's here as an intern, kind of working with the  
18 Airport Authority a little bit, so --

19 CHAIRMAN LUDLOW: I see. So are you  
20 already -- are you a lawyer?

21 MS. CURTAIN: No, ma'am. I'm an undergrad  
22 at --

23 CHAIRMAN LUDLOW: Is she going to charge us,  
24 too?

25 MR. BLOCKER: We'll see. To be determined,

1 so...

2 CHAIRMAN LUDLOW: I mean, I love looking at  
3 Lisa, but when I know she's charging us, I'm like,  
4 okay, Lisa. Anyway, tell us about yourself.

5 MS. CURTAIN: My name is Emma Curtain. I --

6 CHAIRMAN LUDLOW: Louder.

7 MS. CURTAIN: I'm interning for Douglas Law  
8 this summer. So I'm shadowing, getting to know  
9 some things. I'm an undergrad student right now,  
10 but I'm on the prelaw track hoping to go to law  
11 school in a year or two and do this.

12 CHAIRMAN LUDLOW: Good. Well, thank you.  
13 Don't give us your phone number because we'd be  
14 calling you all the time. Thank you for coming and  
15 thank you for helping us.

16 Chad?

17 MR. ROBERTS: Yes, ma'am. Mr. Joyce is here.  
18 I just wanted to give an update on Mr. Joyce's --

19 CHAIRMAN LUDLOW: Oh, yeah, we missed --

20 MR. ROBERTS: -- activities and having a -- a  
21 workshop request for an item.

22 CHAIRMAN LUDLOW: Oh, here he comes.

23 MR. ROBERTS: Mr. Joyce has been discussing  
24 the conceptual plan for the hotel development and  
25 has talked with the major hotel brands, the

1 Marriotts, the Hyatts, those kind of folks.

2 To get to the next step of those concrete  
3 discussions, they require a marketing survey of the  
4 kind that they trust and rely upon, not just --  
5 there's an industry-recognized marketing survey  
6 that attempts to assess the likely occupancy rates  
7 and needs and uses for a hotel.

8 For -- for the next workshop, Mr. Joyce would  
9 like to have the board be apprised of that, that  
10 kind of appraisal cost between \$15- and \$20,000,  
11 and right now, he would be doing everything on  
12 speculation. So he would like an opportunity to  
13 have a conversation with the board at the next  
14 workshop about going to the next step.

15 CHAIRMAN LUDLOW: That's wonderful. And thank  
16 you for coming. And I'm sure you're running into  
17 the same thing everyone else is running into.  
18 Everything is going up. The price of everything's  
19 going up. So, do -- do you want to say anything?

20 MR. JOYCE: Yeah, I'll tell you the good news.  
21 The good news is we were able to get a better price  
22 than that. So I think we're going to be in the  
23 \$9,000 range, which is -- which is certainly better  
24 than 20-.

25 CHAIRMAN LUDLOW: Yes.

1           MR. JOYCE:  And consistent with what  
2           Mr. Roberts said, you know, I think it's important  
3           that this be very clarified to the board.

4           This is a commercial venture, not something  
5           the board is -- is tasked with understanding and/or  
6           managing.  So it's very important the board get a  
7           fast education and a complete education on how the  
8           process works.

9           We did meet with representatives of Hilton and  
10          Marriott a couple of weeks ago at an industry  
11          convention.  Both expressed interest in the site at  
12          St. Augustine Airport.  Without exception, both of  
13          them said, You need to complete a market study.

14          So, we have -- the next -- the next workshop,  
15          we'll present to you the market study group, trade  
16          group that we are wanting to engage.  And we have  
17          used them in the past and they've done a wonderful  
18          job of really focusing on the exact framework of  
19          the -- of the hotel that should be developed on the  
20          site, including the flag in terms of that.

21          So, I will include a recent study they  
22          completed for Daytona Beach, which will give you an  
23          idea of what their study will look like.  It will  
24          be -- be framed in the same approach.  It will able  
25          to address the same issues.  They will also give

1           you a heads-up as to what to expect when they --  
2           when they come in with their program here.

3                     And then after that's done, we would take the  
4           study, which you would all have a copy of and  
5           understand, we would take the study and then go  
6           back to Marriott and go back to Hilton and  
7           basically share the study with them. And then they  
8           in turn would lead us to a host of two or three  
9           qualified hotel developers who are capable of doing  
10          ground lease transactions with a regulatory agency  
11          on the site. And we'll begin to qualify that  
12          particular process. And -- and you will get an  
13          in -- an indication from them as to the deal they  
14          will want to structure for them to make a  
15          commitment to the program.

16                    The deals will be a -- pretty much probably  
17          look -- look and quack like a duck and act like a  
18          duck, but there'll be some variances to it that  
19          might be a little bit more intriguing to you or  
20          something that you would like not to have in there.  
21          And those are all part of the negotiation  
22          standpoints which we are guiding at this -- at this  
23          process.

24                    So, at a near term here in another couple of  
25          months at the most, we should have a couple of



1 candidate developers that we can discuss with  
2 regards to a proposal from them to build a  
3 flag-specific hotel, size and features indicated,  
4 and -- and then we can have a vote as to where  
5 you'd like -- which hotel you would like to go  
6 with. And then I would take a role with Chad in  
7 order to structure that transaction for you to be  
8 formally approving it. And that will take probably  
9 several months just to get an understanding as to  
10 the role each of the parties take in this -- in  
11 this process.

12 But if -- if your commitment is to put a hotel  
13 as part of the Compass Point development program,  
14 this will happen. It's just a question of how and  
15 when do we get there.

16 CHAIRMAN LUDLOW: Well, I'm excited.

17 MR. CLARKE: Just a question for you. Have  
18 you considered or are you already engaged with the  
19 county economic development or the visitors bureau,  
20 you know --

21 MR. JOYCE: Loosely. Yeah, we haven't --  
22 again, at this point, we're still kind of talking  
23 vision-wise.

24 It's a little bit different when you can come  
25 in and say we have a Marriott Welcome Center that

1 wants to put a 150 -- a 120-room extended stay  
2 hotel and here's the layout, what -- this is what  
3 we need from the economic development team in  
4 support of that, you know, if you -- if you think  
5 that's a good idea.

6 So I'd rather in those environments not talk  
7 generalities but actually talk a specific -- a  
8 program that they can put their arms around.

9 MR. CLARKE: What we're trying is the  
10 Airport Authority's trying our best to engage with  
11 the county on all different levels of activities,  
12 you know, from administrative services --

13 MR. JOYCE: Sure.

14 MR. CLARKE: -- all the way to, you know,  
15 developing some commercial or industrial land that  
16 we have.

17 MR. JOYCE: Well, the hotel program by itself,  
18 at 120 rooms, is going to run right between \$18 and  
19 \$20 million. That's -- that's a pretty significant  
20 economic impact.

21 MR. CLARKE: Right, right.

22 MR. JOYCE: It will employ 50 people or so and  
23 it will generate -- is the Airport Authority  
24 subject to taxes? I don't think so, is it?

25 MR. OLSON: Well, the hotel would be.

1           MR. CLARKE: The hotel would be, the structure  
2 itself --

3           MR. JOYCE: Okay. So then, that would be --  
4 that would be another checklist item --

5           MR. OLSON: Real estate and occupancy.

6           MR. JOYCE: Yeah. And -- and as we talked  
7 about --

8           MR. OLSON: And sales tax.

9           MR. JOYCE: -- the way we were looking at, was  
10 trying to put a -- a percentage rent clause in the  
11 program so that as the economy improved and the  
12 operations improved and the income improved, you  
13 would be able to participate in that -- in that  
14 growth for the term of the lease.

15          MR. OLSON: The hotel picture right now,  
16 that'd be a real interesting mar -- piece of market  
17 research to look at when it's done because, you  
18 know, the hotel development has been so active. I  
19 understand there's a Four Seasons announced for the  
20 shipyards.

21          MR. JOYCE: In Jacksonville.

22          MR. OLSON: Oh, in Jacksonville, not our  
23 shipyards.

24          MR. JOYCE: No, not your shipyards.

25          MR. OLSON: We're not --

1 MR. JOYCE: I didn't know you had shipyards.

2 MR. OLSON: We're not ready for that yet.

3 MR. CLARKE: We have a marina.

4 MR. JOYCE: I was gonna say marina.

5 MR. OLSON: There is -- there is another hotel  
6 happening near the old tobacco factory, and I'm not  
7 sure what the flag is on that. I think it's one of  
8 the Marriotts.

9 MR. JOYCE: Could be.

10 MR. OLSON: Yeah.

11 MR. JOYCE: But the Four Seasons is going to  
12 be tied to the Jaguar program in Jacksonville.

13 MR. OLSON: Ah. I hope it whole works.

14 CHAIRMAN LUDLOW: Thank --

15 MR. JOYCE: It's got -- got some legs.

16 CHAIRMAN LUDLOW: Thank you, Mr. Joyce.

17 MR. JOYCE: Thank you for your time. We'll  
18 see you -- we'll see you in a couple of weeks.

19 CHAIRMAN LUDLOW: Okay.

20 MR. BLOCKER: Madam Chair, before you go, I --  
21 while Mr. Joyce is still here. I'll get with him.  
22 You might want to work on the county sooner. So  
23 I'll get with him after this and we'll talk  
24 further.

25 MR. JOYCE: Okay.

1           CHAIRMAN LUDLOW: Thank you. And I'm sorry,  
2           guys, I promised no more three-hour meetings,  
3           however -- I know, I'm not -- I'm not forgetting  
4           you. We just get -- we're ready for public  
5           comment. It looks like it's going to be a  
6           three-hour meeting.

7           So public comment, Sacha.

8                           PUBLIC COMMENT - GENERAL

9           MS. MARTIN: What about the board comments?  
10          Where --

11          CHAIRMAN LUDLOW: Any board comment?

12          MR. OLSON: Board comments are after the  
13          public comment.

14          MS. MARTIN: Oh.

15          CHAIRMAN LUDLOW: Thank you.

16          MS. MARTIN: Sacha Martin, 133 Coastal Hollow  
17          Circle, and I'm on the board of directors of SAAPA  
18          and very -- was very involved with the  
19          Wings n' Wheels event. And I've provided a copy to  
20          you of the flyer and also a list of the amazing  
21          aircraft we had some display.

22                 The event was a great success, as everyone  
23          said, despite extra warm weather. It was a  
24          promotion that we did at the very last minute. I'm  
25          talking within a week of the event because the

1 airport doesn't have a promotion process.

2           And I was very fortunate on working together  
3 with the county staff and resources. Starting with  
4 the county commission offices, Joanne Spencer and  
5 Shayna Keller, who actually did this incredible  
6 flyer in a very very short period of time. And  
7 then they linked us into the county promotion  
8 resources. And we also connected into the  
9 Visitors & Convention Bureau thanks to president  
10 Susan Phillips to do whatever we could. Normally  
11 you need three months' lead time on these things.

12           There was amazing cooperation with Patty  
13 Wagstaff Aviation Safety and her associated pilot  
14 Doug Litton with several other pilots who arranged  
15 for aerobatic training exercises to be held during  
16 the event hours, which added a very special measure  
17 of awe.

18           I had one woman come out and said, "This is  
19 the best event I've ever been to." It was a large  
20 point to do all -- all the eyes were on the sky.  
21 And we were told this is not an air show, Patty  
22 Wagstaff said, because then you run into all kinds  
23 of problems with legalities. It was -- they were  
24 up there training.

25           Then the Civil Air Patrol cadets came out with

1 all their little camo outfits and they had a table.  
2 I spoke to some of them, they were from Palm Coast,  
3 and they brought their special Civil Air Patrol  
4 plane to put on display.

5 Attending here were attorney Chad Roberts and  
6 Reba and Dennis, who were troubleshooting-shooting  
7 volunteers. And Reba also provided her  
8 American Legend Piper Cub. It's on the flyer  
9 actually itself.

10 I gave Shayna about 20 photos to choose from  
11 and those are the ones she chose. I didn't tell  
12 her which photos to use. She happened to choose  
13 the one of Reba with her Piper.

14 CHAIRMAN LUDLOW: I look pretty good.

15 MR. OLSON: Yes, she does.

16 MS. MARTIN: And of course we could not have  
17 done this without the above and beyond efforts of  
18 Courtney Pittman, who managed the airport ground  
19 operations crew and the tower control. That was  
20 really critical.

21 Then Jose Riera, our SAAPA representative to  
22 this board, he was in charge of logistics and  
23 parking of the static display aircraft, which is a  
24 very tricky thing to do having planes --

25 CHAIRMAN LUDLOW: It was a lot of work.

1 MS. MARTIN: The highlight of actually my day  
2 was when I got to ride in the golf cart that towed  
3 Reba's plane back to her hangar. We had to cross  
4 the runway and the taxiway and all this. That was  
5 very exciting for me.

6 CHAIRMAN LUDLOW: The reason we towed it back  
7 was because we couldn't start our engines until  
8 3:00 and I had to leave at quarter of 3:00, so we  
9 had to tow it back because I couldn't start my  
10 engine. That's all.

11 MS. MARTIN: Okay. I didn't know. But  
12 anyway, I got -- I got the thrill of riding in the  
13 golf cart.

14 CHAIRMAN LUDLOW: But it sounds like it's  
15 broken.

16 MS. MARTIN: Yeah.

17 CHAIRMAN LUDLOW: It wasn't broken.

18 MS. MARTIN: From the list, Nimbus Aviation  
19 provided three historic planes including its  
20 amphibious Albatross with a 96-foot wingspan.  
21 Volato provided a popular HondaJet Elite. That's  
22 one of the most popular planes that the people that  
23 visit the static displays like to go and see.

24 And they're actually allowed to go inside.  
25 Most of the other plane owners don't want them to



1 go inside for obvious reasons. Kids start pushing  
2 buttons, you know, that's not a good thing to have  
3 happen.

4 And then Modern Aero showed off its newest  
5 Cirrus G7, which is kind of pink I was told.  
6 Anyway, Bob Hahnemann brought his post World War II  
7 Canadian Air Force trainer, which is a de Havilland  
8 Chipmunk, unbelievable looking aircraft, plus a  
9 post World War II Bonanza Mentor which was most  
10 recently owned by astronaut Frank Morgan.

11 And Tom Solano, who will be building a new  
12 hangar, has an incredible collection of historic  
13 aircraft including the Navy WWII warbird trainer  
14 that he had on display for Wings n' Wheels.

15 Most of the aircraft we were able to showcase  
16 are from our airport's hangars. The only  
17 exceptions were the vintage U.S. Coast Guard H65  
18 Dauphin copter, which came from the Savannah  
19 airbase, and the Civil Air Patrol plane and two  
20 who -- two owners who are as yet unable to get a  
21 hangar space here at our airport, a Navion owned by  
22 Southern Aero -- Southeastern [sic] Aero's  
23 maintenance director and a SAAPA member's  
24 Cherokee 120.

25 But here is something we need to build on for

1 the future. Maybe we can just focus -- focus on  
2 aircraft and not on cars. But we need to work on  
3 promotions.

4 And I -- we have a whole lot of other  
5 important things going on first, but I was just  
6 really lucky when I talked to Joanne Spencer and  
7 she put the thing in motion in a week. So we had  
8 20,000 hits there and 2,000 hits there. I mean --

9 CHAIRMAN LUDLOW: Wow.

10 MS. MARTIN: -- I was -- I was amazed. But it  
11 shows what we can do when we work together with the  
12 county using their resources.

13 CHAIRMAN LUDLOW: Thank you, Sacha. And we  
14 couldn't have done it without your hard work. And  
15 by the way, the post -- the flyers were -- were  
16 printed and donated by Leonard's at no cost, no  
17 charge. And that cost a lot of money because it's  
18 lots of bright colors. Yeah, Jose?

19 MR. RIERA: Jose Riera, 133 Paranza Trace.

20 I noticed a little bit of instability in the  
21 board, you know, as you were discussing. I just  
22 want to point out that the executive director works  
23 for the board.

24 18 months ago, we had the tail was wagging the  
25 dog. So let's not repeat that and just keep the

1 things focusing where we need to have focused.

2 That's my public comment.

3 Wings n' Wheels, success. I'll be happy to  
4 assist -- in fact I'm working on it already.

5 CHAIRMAN LUDLOW: Mary said I'd like to have  
6 my husband back. It is a lot of work. Been there  
7 done that. Do we have any -- well, it's 5:26. Do  
8 we have any board member comments?

9 MR. OLSON: There's another comment.

10 CHAIRMAN LUDLOW: Oh, I'm sorry, Mary. You  
11 were just so little.

12 MS. MCQUEEN: I'm Mary McQueen, McQueen  
13 Marketing, 3179 Oak Park Drive in Lakeland.

14 And I have been -- had the privilege of  
15 working with the St. Augustine Airport working on  
16 the marketing, working with Courtney, Roxanne,  
17 Michelle, the other people. And I'm afraid that  
18 what's happening currently is we're missing out on  
19 some opportunities.

20 There was this big event that was not really  
21 out in the public on our social channels. There  
22 was no press release from the St. Augustine Airport  
23 going out. I know that there was some coverage  
24 from other entities, but it should have come from  
25 the airport.

1           And I just feel like there's some missed  
2 opportunities. And I just, one, wanted to  
3 introduce myself to all of the board members. I  
4 don't know all of you.

5           So I am just kind of here to say I feel like  
6 the marketing is getting overlooked by some of the  
7 other, you know, priorities. I understand that.  
8 But I just want to say that I have an agreement  
9 that's been suspended, but, you know, I would  
10 certainly appreciate the opportunity to look into  
11 that again.

12           CHAIRMAN LUDLOW: Thank you, Mary. And Mary's  
13 contract was, we could hire her on an hourly basis.  
14 So we can -- at any time, we can pick her back up  
15 to work with us.

16           MS. MCQUEEN: Yes.

17           CHAIRMAN LUDLOW: Thank you.

18           MS. MCQUEEN: Thank you.

19           CHAIRMAN LUDLOW: Any other public --

20           MS. MCQUEEN: Are there any questions? I  
21 mean, like I said --

22           CHAIRMAN LUDLOW: Oh. Any questions for Mary  
23 McQueen?

24           MS. MCQUEEN: Because I --

25           CHAIRMAN LUDLOW: She's our PR.

1 MS. MCQUEEN: -- do have an aviation  
2 background, so...

3 MR. OLSON: No.

4 CHAIRMAN LUDLOW: Okay. You did -- you did  
5 great. Thank you.

6 Any other comments?

7 (None.)

8 BOARD MEMBER COMMENTS AND REPORTS

9 CHAIRMAN LUDLOW: So, board member comments  
10 and reports?

11 Reba Ludlow, we're having a TP -- oh, we're  
12 having a TPO meeting next Thursday. I will -- the  
13 last one was a Zoom. I'll come back and report on  
14 that. Michelle, anything to report?

15 MS. CASH-CHAPMAN: No. I just wanted to make  
16 sure that at our next workshop, that we have the  
17 wait list deposit policy kind of on radar there so  
18 that we can continue to talk about that, as well as  
19 make sure our next workshop has the executive  
20 director kind of framework that we're looking for  
21 before we can move forward with the company.

22 CHAIRMAN LUDLOW: Thank you. Dennis?

23 MR. CLARKE: No, no other comment.

24 CHAIRMAN LUDLOW: No report?

25 MR. OLSON: I had one comment, and that is

1 we've heard that -- or it appears that the hotel  
2 project on U.S. 1 or whatever the redevelopment or  
3 the development is probably not on the track that  
4 it was originally proposed to be in the letter of  
5 intent that was done.

6 So the only reason I bring that up is that  
7 this group from Hastings has been given, I still  
8 think they think they have a deadline of October to  
9 move the buildings.

10 Now, it would be ideal to move the buildings  
11 as soon as possible, the two historic buildings,  
12 but I'm wondering whether we should be  
13 communicating to let them know they have a --  
14 probably a little bit more window of time. And  
15 maybe it can be an informal communication, but I'm  
16 thinking that's -- I know their -- I understand  
17 indirectly that they're in some sort of fundraising  
18 mode now to raise funds to actually do the  
19 relocation.

20 CHAIRMAN LUDLOW: Yeah, Hastings is -- they  
21 did -- they do have the fundraising going on on the  
22 web. But Sacha's very involved in that, and,  
23 Sacha, do you realize what Bob just said?

24 MS. MARTIN: Yeah. I -- I really -- the  
25 Hastings people really want to make this work.

1 They are so dedicated to making it work. And it's  
2 going to cost a lot of money just to move the  
3 buildings --

4 CHAIRMAN LUDLOW: Yes.

5 MS. MARTIN: -- on a raft --

6 CHAIRMAN LUDLOW: Yes.

7 MS. MARTIN: -- to the St. Johns River and get  
8 it into Hastings. And their plans are to use the  
9 buildings for public use. And it's still going to  
10 cost a lot of money, as you -- as you know, when  
11 you drive down U.S. 1 and you see the -- the -- the  
12 state those buildings are in, they are going to  
13 have to raise a whole lot more money to -- to  
14 repair them and restore them.

15 CHAIRMAN LUDLOW: And they're getting worse  
16 every day.

17 MS. MARTIN: That's right. So I think the  
18 Airport Authority should, as much time as available  
19 to them because, quite honestly, I don't see how  
20 they can get all of the money they need by  
21 September -- what was it, September 1st?

22 CHAIRMAN LUDLOW: Right.

23 MS. MARTIN: On July 9th through the 13th, I'm  
24 going to be going to the Florida Main  
25 Street/Heritage -- what's it called -- you know,





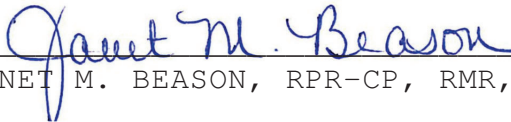
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REPORTER'S CERTIFICATE

STATE OF FLORIDA       )  
COUNTY OF ST. JOHNS   )

I, JANET M. BEASON, RPR-CP, RMR, CRR, certify that I was authorized to and did stenographically report the foregoing proceedings and that the transcript is a true record of my stenographic notes.

Dated this 12th day of July, 2024.

  
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JANET M. BEASON, RPR-CP, RMR, CRR

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E R R A T A S H E E T

RE: Airport Regular Board Meeting 6-24-24

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