

ST. JOHNS AIRPORT AUTHORITY

Regular Meeting

held in The Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Monday, March 28, 2022

from 4:00 p.m. to 5:43 p.m.

* * * * *

BOARD MEMBERS PRESENT:

BRUCE MAGUIRE, Chairman
JUSTIN MIRGEAUX
REBA LUDLOW
ROBERT OLSON

BOARD MEMBERS ABSENT:

SUZANNE GREEN

* * * * *

ALSO PRESENT:

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

EDWARD WUELLNER, A.A.E., Executive Director.

* * * * *

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

2 CHAIRMAN MAGUIRE: All right. Robert, will
3 you start the Pledge of Allegiance?

4 MR. OLSON: Will do.

5 (Pledge of Allegiance.)

6 CHAIRMAN MAGUIRE: Thank you very much.

7 MS. LUDLOW: I know when it's 4:00.

8 CHAIRMAN MAGUIRE: It's 4:00. All right.
9 Meeting minutes.

10 MEETING MINUTES

11 MS. LUDLOW: Okay. What --

12 CHAIRMAN MAGUIRE: Comments on the meeting
13 minutes.

14 MR. OLSON: No.

15 CHAIRMAN MAGUIRE: No comments? No comments?

16 (None.)

17 CHAIRMAN MAGUIRE: All right. Then the
18 minutes will stand as presented.

19 FINANCIAL REPORT

20 CHAIRMAN MAGUIRE: Financial report for
21 January and February. Okay. Did you -- before you
22 say anything, do you have anything on those?

23 MR. WUELLNER: No.

24 CHAIRMAN MAGUIRE: Board comments, Reba?

25 MS. LUDLOW: I do. In fact, I was talking to

1 Todd about it, so maybe I should just leave it
2 and -- when you talk. Because Todd can explain
3 there's a million dollar error --

4 MR. NEVILLE: I can answer whatever questions
5 you need. I'll just come up to the mic.

6 MS. LUDLOW: A million dollars over budget.

7 CHAIRMAN MAGUIRE: Okay.

8 MR. WUELLNER: Are we getting this on the mic?

9 MR. NEVILLE: Is the mic on?

10 MS. HOLLINGSWORTH: I think so.

11 MS. LUDLOW: He explained it, but we should
12 know. Oh, my gosh (inaudible). I can already see.
13 Oh, you, Janet. Okay.

14 CHAIRMAN MAGUIRE: That's all right. So, go
15 ahead, Todd.

16 MR. NEVILLE: Reba and I spoke beforehand and
17 she pointed out -- one of the things that we do in
18 this operating schedule, which is a summary
19 schedule of your actual accounting system, is we
20 import numbers.

21 It looks like one of the year-to-date numbers
22 got in -- it pulled in the wrong cell, and so there
23 is an error in the year-to-date airline operation
24 revenue. There was not that much year-to-date
25 revenue. Everything else on the -- the actual

1 February looks fine.

2 MS. LUDLOW: And --

3 MR. NEVILLE: So it's just it pulled in the
4 wrong cell. We'll -- we'll double-check it and fix
5 that cell import.

6 CHAIRMAN MAGUIRE: Okay. So should we not
7 approve that one, then, until --

8 MR. NEVILLE: Just upon amendment. It will be
9 fine.

10 CHAIRMAN MAGUIRE: Okay.

11 MS. LUDLOW: I -- I'm comfortable with that,
12 because it -- it's -- we knew it was an error, but
13 still you can't approve it if it's a million
14 dollars --

15 CHAIRMAN MAGUIRE: Well, we can --

16 MS. LUDLOW: -- over budget.

17 CHAIRMAN MAGUIRE: -- approve it --

18 MS. LUDLOW: Now.

19 CHAIRMAN MAGUIRE: -- based upon his
20 commitment to change it.

21 MS. LUDLOW: Yeah.

22 CHAIRMAN MAGUIRE: Okay.

23 MS. LUDLOW: Okay. Thank you, Todd.

24 MR. NEVILLE: And, Reba, that was your only
25 question, right?

1 MS. LUDLOW: Yes, that was it.

2 MR. OLSON: Okay.

3 MS. LUDLOW: I checked the rest of them.

4 CHAIRMAN MAGUIRE: All right. Any other
5 comments or questions on the financial reports?

6 (None.)

7 CHAIRMAN MAGUIRE: Okay. Motion to approve
8 with the changes that Todd is going to do. Reba?

9 MS. LUDLOW: I make a motion to approve the
10 financial statements as corrected.

11 CHAIRMAN MAGUIRE: Okay.

12 MR. OLSON: Second.

13 CHAIRMAN MAGUIRE: Okay. Seconded. Board
14 comment?

15 (None.)

16 CHAIRMAN MAGUIRE: All in favor?

17 MR. MIRGEAUX: Aye.

18 MS. LUDLOW: Aye.

19 MR. OLSON: Aye.

20 CHAIRMAN MAGUIRE: Aye. Okay. Four to zero.

21 And recognize that Suzanne Green is not here one of
22 the board members, okay?

23 MS. LUDLOW: Is she okay?

24 AGENDA APPROVAL

25 CHAIRMAN MAGUIRE: Okay. Agenda approval.

1 Any particular changes, modifications, removals
2 from the agenda? Yes, ma'am?

3 MS. LUDLOW: I think, but I know the accident
4 is going to be brought up today and -- you know,
5 with Marianne Fox, and I would like to see a
6 committee formed by the board to include users of
7 the facilities to do a safety review.

8 I mean, I'm sure the fire people do it and
9 those people do it, but I would like to suggest
10 that the board have a committee that the board
11 knows where the gates are and where the alarms are
12 and things like that. I think it's important for
13 the users of the airport to have a safety review.

14 CHAIRMAN MAGUIRE: Okay. Is that something --
15 my question back. Is that something that the board
16 needs to do or do we direct staff to do that and
17 present it to us?

18 MS. LUDLOW: No. Staff isn't a -- well,
19 they're sort of a user of the facilities, but I
20 think just like you did his board, I think you
21 could -- you should assign a committee and that the
22 committee, you know, go out and talk to and we have
23 to have Kevin show us gates and things like that.
24 But it should be done by the people on the airport.
25 We're the ones that are here to help. You know, we

1 should know more than we know.

2 CHAIRMAN MAGUIRE: Okay. Do you have more
3 definition or clarity as to what this committee's
4 supposed -- I'm not opposed --

5 MS. LUDLOW: Safety.

6 CHAIRMAN MAGUIRE: -- I just want to know --

7 MS. LUDLOW: Safety.

8 CHAIRMAN MAGUIRE: -- if we establish a
9 committee, we have to tell them what they're
10 expected to do, what they're supposed to produce,
11 what restrictions and limitations, et cetera.

12 MS. LUDLOW: Okay. So we can have a safety
13 review committee, including some of the users of
14 the facilities, checking all of the safety
15 precautions for crashes and gates and whatever.
16 They -- a safety committee should be down there and
17 go over everything, even if it's planes parking too
18 close together.

19 But really what we're talking about is
20 emergency access. That's what's important. We
21 obviously have a flaw for emergency access. But
22 that's not our job. That's not my job. It is
23 like --

24 CHAIRMAN MAGUIRE: I have not heard anything
25 about having a flaw in the emergency access. Is

1 this something new?

2 MS. LUDLOW: No. But there will be public
3 comment today, so it might enlighten.

4 CHAIRMAN MAGUIRE: Well, let's postpone this
5 until we get to the public comment, if that's okay
6 with you, because I want to hear what the people
7 say. Because as far as I know, there has been no
8 flaw in our access issues. Is there?

9 MR. WUELLNER: No.

10 CHAIRMAN MAGUIRE: So I'm curious of what
11 public comment is going to accuse or allege or just
12 mention --

13 MS. LUDLOW: Okay.

14 CHAIRMAN MAGUIRE: -- okay?

15 MS. LUDLOW: All right. So strike the word
16 "flaw." Say "information." Safety information.
17 We need a review of safety information.

18 CHAIRMAN MAGUIRE: Okay.

19 MS. LUDLOW: The board does not have one.

20 CHAIRMAN MAGUIRE: Okay. I am not opposed to
21 the board getting information on safety. It's
22 something we should do.

23 MR. MIRGEAUX: Are you -- just to clarify,
24 you're asking to amend the agenda to include this
25 as an additional agenda item?

1 MS. LUDLOW: Yes.

2 MR. MIRGEAUX: And it's related -- you
3 mentioned the -- the recent accident that we're
4 going to hear more about that.

5 MS. LUDLOW: Oh, well, yeah, but --

6 MR. MIRGEAUX: I don't see anything on the
7 agenda that results to --

8 MS. LUDLOW: That's public comment.

9 MR. MIRGEAUX: That you -- so you're
10 anticipating public comments to that end.

11 MS. LUDLOW: I certainly do.

12 MR. MIRGEAUX: Can we just let it go for
13 public comment?

14 CHAIRMAN MAGUIRE: Well, that's what I
15 suggested. When it comes up in public comment, we
16 can address it then. Is that okay with you?

17 MS. LUDLOW: Okay.

18 CHAIRMAN MAGUIRE: Because --

19 MS. LUDLOW: That --

20 CHAIRMAN MAGUIRE: Because I don't want to
21 make a decision and then turn around --

22 MS. LUDLOW: Right.

23 CHAIRMAN MAGUIRE: -- and be affected -- my
24 decision affected by public comment.

25 MS. LUDLOW: Okay. Then I'll go back to --

1 yeah, I'll put it back down in public comment
2 and --

3 CHAIRMAN MAGUIRE: Okay.

4 MS. LUDLOW: -- bring that up again as --
5 well, so I have to put it on the agenda as public
6 comment or we don't put it on the agenda.

7 MR. MIRGEAUX: You can bring it up when you
8 have an opportunity to --

9 CHAIRMAN MAGUIRE: Just let the record reflect
10 that, you know, Reba will bring this back up in
11 public comment --

12 MS. LUDLOW: Okay.

13 CHAIRMAN MAGUIRE: -- okay?

14 MS. LUDLOW: Can we vote on it then? I
15 mean --

16 CHAIRMAN MAGUIRE: I don't know if we're going
17 to have enough information -- my recommendation --

18 MS. LUDLOW: Uh-huh.

19 CHAIRMAN MAGUIRE: -- lay out what you want
20 and then let's vote on it next meeting.

21 Because I'm not sure exactly from -- when
22 we -- whoa -- when we put together a committee, if
23 I'm on a committee, I want to know exactly what I'm
24 supposed to do and all the other issues. And just
25 to say let's do a committee doesn't answer all of

1 those questions. So we need a lot of direction and
2 clarity.

3 And I'm not opposed to what you want --

4 MS. LUDLOW: Uh-huh.

5 CHAIRMAN MAGUIRE: -- I just don't quite
6 understand the length, depth, and breadth of what
7 you want, okay?

8 MR. MIRGEAUX: I would like to hear more about
9 the -- the recent accident. And especially if it
10 goes to, you know, operation of the airfield, I'm
11 all for --

12 CHAIRMAN MAGUIRE: Yeah.

13 MR. MIRGEAUX: -- discussion of safety.

14 But typically when you're talking about an
15 aircraft mishap, you have somebody that's prepared
16 something and they talk with authority on the
17 incident. It's not just we're going to shoot from
18 the hip and --

19 MS. LUDLOW: Well, I --

20 MR. MIRGEAUX: It sounds to me like where you
21 want to go with this is like a safety stand-down.
22 So maybe that's kind of it --

23 MS. LUDLOW: I think the --

24 MR. MIRGEAUX: But I don't want -- I'm open to
25 other ideas.

1 MS. LUDLOW: I think -- you know, I think
2 that -- I know it's being investigated. I know,
3 you know, they already --

4 CHAIRMAN MAGUIRE: Standard.

5 MS. LUDLOW: Yeah, that's standard. The fire
6 department and --

7 MR. MIRGEAUX: NTSB.

8 MS. LUDLOW: But -- but it still should be on
9 the agenda that I did ask for a -- a committee and
10 then it can -- with public comment. Then you can
11 go back to it.

12 CHAIRMAN MAGUIRE: Okay.

13 MS. LUDLOW: But I do want it on the agenda,
14 please, because that is the board discussion --

15 CHAIRMAN MAGUIRE: Okay.

16 MS. LUDLOW: -- that's on the agenda.

17 CHAIRMAN MAGUIRE: Modification of the agenda
18 to include her comments that she would like to have
19 discussion on a safety committee and that
20 discussion will occur at the end of this meeting
21 during public comment. Is that what -- okay?

22 MS. LUDLOW: Uh-huh.

23 CHAIRMAN MAGUIRE: So that's the modification.
24 Any other modifications?

25 (None.)

1 CHAIRMAN MAGUIRE: Okay. All in -- do we need
2 a motion? Reba?

3 MS. LUDLOW: Do we need a motion?

4 MR. WUELLNER: I think so.

5 CHAIRMAN MAGUIRE: To change the --

6 MS. LUDLOW: Oh, you do. I make a motion to
7 add a safety review committee request or
8 information request added to the agenda, and it
9 would be clarified at public comment.

10 MR. MIRGEAUX: I'll second that.

11 CHAIRMAN MAGUIRE: Okay. Second. All in
12 favor?

13 MR. MIRGEAUX: Aye.

14 MS. LUDLOW: Aye.

15 MR. OLSON: Aye.

16 CHAIRMAN MAGUIRE: Aye. Opposed?

17 (None.)

18 CHAIRMAN MAGUIRE: Four to zero passes. Thank
19 you.

20 All right. Let's go right into staff reports.
21 Ed?

22 STAFF REPORTS

23 MR. WUELLNER: Apparently we didn't get the
24 updated PowerPoint slide in there, so...

25 Terminal entrance road, just to let you know,

1 Phase 1's under contract, hangar demolition's
2 complete, parking lot work begins the 24th --
3 Kevin, is that what it is?

4 MR. HARVEY: I'm sorry, sir.

5 MR. WUELLNER: 24th begins the construction?
6 It doesn't matter. End of -- end of April.
7 Phase 2 design's continuing at this point.

8 As far as project development schedule,
9 Taxiway Bravo is out for bid right now. Fencing
10 and gates project is out for bid also. We are
11 hopeful that we'll get some kind of response from
12 FAA over the summer on that particular project.

13 And Runway 13/31 threshold lights, we have
14 indication that that relocation effort will be --
15 it will be out for bid, but it looks like it will
16 be awarded over the summer, also. Unclear right
17 now whether it will be included in the grant for
18 Taxiway B center section or will be a stand-alone
19 grant at this point. It's hard to tell how FAA
20 will process that.

21 I think that's it. I had one other item on
22 there, but it's -- I'm drawing a blank on it
23 because it's not up there, so...

24 CHAIRMAN MAGUIRE: Well, if you think of it,
25 we can come back to it.

1 MR. WUELLNER: Okay. Thank you.

2 CHAIRMAN MAGUIRE: Any comments or questions
3 of the executive director on that issue -- any of
4 those issues?

5 (None.)

6 BUSINESS PARTNER UPDATES

7 CHAIRMAN MAGUIRE: All right. Looks like
8 business partner updates. Mr. Henry Dean, is he
9 available?

10 (Not present.)

11 CHAIRMAN MAGUIRE: Did not make it.

12 MR. BURNETT: Mr. Chairman, I -- I heard from
13 Commissioner Dean he is unable to make it here this
14 evening and wanted me to pass that on to the board.

15 CHAIRMAN MAGUIRE: Because of what?

16 MR. BURNETT: He's unable to make it this
17 evening.

18 CHAIRMAN MAGUIRE: Okay.

19 MR. BURNETT: I had heard -- I don't know this
20 is confirmed, but I've heard that
21 Commissioner Waldron's father may have passed away.

22 CHAIRMAN MAGUIRE: He passed away Friday
23 night.

24 MR. BURNETT: Yes, sir. And so I'm not sure
25 if they're related, I just know Commissioner Dean

1 said he couldn't make it.

2 CHAIRMAN MAGUIRE: Could be.

3 MR. BURNETT: Yes, sir.

4 CHAIRMAN MAGUIRE: Okay. All right.

5 Mr. Vinny Beyers.

6 MR. BEYERS: No comment.

7 CHAIRMAN MAGUIRE: No comment. Okay. Jamie
8 Topp?

9 MR. TOPP: Yes.

10 CHAIRMAN MAGUIRE: It's your turn.

11 MR. TOPP: You want me to go up there.

12 MS. LUDLOW: I'm surprised at you, Jamie.

13 MR. TOPP: Thank you. SAAPA will not be
14 meeting this month in April, I think that
15 everybody's going to be heading over to Sun 'n Fun,
16 for both the -- the barbecue and the second
17 Saturday meeting.

18 The other thing I wanted to talk about we had
19 talked about at our last meeting of SAAPA, just
20 afterwards, and Reba has brought it up so it's
21 covered. I think we really -- as all of us pilots,
22 I use the airport a lot, I fly out of here a lot,
23 and I think we really need to do, to your point
24 Justin, a safety stand-down because what I've
25 heard --

1 CHAIRMAN MAGUIRE: I believe you said a safety
2 stand-down?

3 MR. TOPP: Yeah. It's what they call it in
4 the military. In other words, in the military
5 they'll shut the squadron down for an entire day --

6 CHAIRMAN MAGUIRE: That's right.

7 MR. TOPP: -- right, but you can call it
8 whatever. But we just really need to --

9 CHAIRMAN MAGUIRE: Stand -- stand-down has a
10 very negative term here.

11 MR. TOPP: Yes, I know. Well, we may need to
12 do that, all right, based on the facts that I've
13 heard. And then I'm sure we'll hear some more
14 about it once that's clarified.

15 But the bottom line is, all of us want to help
16 in any way we can to make sure that everybody that
17 flies in and out of this airport is safe, that the
18 operations are safe, that the emergency response is
19 immediately available, if necessary, and that we
20 can move forward in that respect.

21 I think that it's very important that we think
22 about that, general aviation and corporate aviation
23 and the airlines. You know, there's all -- this
24 is -- this is something that everybody reviews all
25 the time and we need to stay on top of it.

1 So I appreciate that Reba's brought it up.
2 I'll be interested to hear what happens after the
3 public comments. I know internally at SAAPA I plan
4 on having a lot of folks come to our meetings to
5 talk about safety, to talk about in the pattern
6 safety, communication with air traffic control,
7 looking at weather, all the different things that
8 are necessary. So, anyway, that's all I've got.

9 MS. LUDLOW: Our guest at the meeting.

10 MR. TOPP: Yes?

11 MS. LUDLOW: Our guest at meeting. You're
12 inviting the rest of the board --

13 MR. TOPP: Yes.

14 MS. LUDLOW: -- to the SAAPA meeting.

15 MR. TOPP: Yeah, we had -- Robert was at the
16 last meeting. Justin has been so kind to say he
17 would come to the meeting in May. And then
18 we'll -- I'll contact everybody else subsequent to
19 that.

20 We may be putting that off after Justin's
21 meeting for June to address the safety, and then
22 start in July bringing more board members on -- to
23 come in and talk to us. Maybe the executive
24 director, too.

25 CHAIRMAN MAGUIRE: Okay.

1 MR. TOPP: All right.

2 CHAIRMAN MAGUIRE: Anything else?

3 MR. TOPP: Thank you, very much.

4 CHAIRMAN MAGUIRE: Thank you, Jamie.

5 All right. Nate McKendrick.

6 (Not present.)

7 CHAIRMAN MAGUIRE: Okay. National Guard?

8 ACTC, who's here for ACTC?

9 (Not present.)

10 CHAIRMAN MAGUIRE: All right. Mr. Doug
11 Burnett.

12 MR. BURNETT: Nothing to report this month,
13 sir.

14 CHAIRMAN MAGUIRE: All right. Then we'll
15 proceed on to the business item. Tourism update by
16 Mr. Richard Goldman. Where did he go? There he
17 is.

18 TOURISM UPDATE

19 MR. GOLDMAN: Good afternoon, everybody.

20 What -- what I'll be sharing with you is
21 really some very positive information about the
22 performance of the destination. Typically we
23 measure that in terms of -- go ahead.

24 What I've distributed to board members is a
25 hard copy of our annual report which goes into some

1 detail. Today, what I'll do is I'll just hit some
2 of the highlights of that. So if we can go on to
3 the next.

4 Generally this slide basically demonstrates
5 the value of tourism throughout the country.
6 \$3.1 billion a day is the value of tourism in the
7 United States. In our impact here in
8 St. Johns County, the last time a quality measure
9 was made was \$2.4 billion impact for the year.

10 The county does conduct economic impact
11 studies. The last one was in 2019. Of course, for
12 obvious reasons, the pandemic years we skipped
13 that -- that research. But the general impact for
14 the last study was \$884 million in payroll to
15 tourism-related businesses. So that's money that's
16 generated in the market and for the most part spent
17 in the market by the 29,000 people who are somehow
18 indirectly or directly associated with tourism.

19 This is basically our board of directors. The
20 reason why we typically show this is that our board
21 of directors for our 501(c)(6) organization, the
22 St. Johns County Visitors & Convention Bureau, is
23 made up of people in the tourism business from
24 throughout the county geographically but also
25 throughout the tourism industry.

1 We have attractions, we have restaurateurs,
2 and we have lodging folks on the board of
3 directors. So that's one of the reasons why we do
4 that -- show you that. We have standing committees
5 that are open to interested parties. And of course
6 all of our board meetings are publicly noticed. We
7 do have one tomorrow starting at 1:30 at the
8 Hampton Inn in Vilano. Pretty picture of the
9 beach.

10 One of the things that we measure every single
11 month, and I actually have data on this daily, is
12 the impact -- the reporting on the lodging
13 industry, so hotels and motels.

14 One of the things that you can see here is
15 2021, fiscal 2021 which ended September 30th, 2020
16 and 2019, 2019 was the last record year that we --
17 that we had. And so when it comes to occupancy, we
18 were --

19 (Chairman Maguire exits the room.)

20 MR. GOLDMAN: -- almost as much as the
21 previous fis- -- fiscal year, more than last year
22 but almost as much as the previous record.

23 Part of the reason why we weren't able to hit
24 some of those numbers is that with fewer people
25 doing the work, we had to actually limit occupancy.

1 So you've heard the story of staffing being a
2 challenge. It continues as a challenge.

3 Many of you may have noticed that some of your
4 favorite restaurants that used to be open seven
5 days are open five and six days now. All of that's
6 due to staffing, and usually it's at the what we
7 call back of the house level staffing; dishwashers
8 and housekeeping folks when it comes to
9 accommodations.

10 The -- the one item that did increase and has
11 increased consen- -- consecutively is the average
12 rate. So ADR stands for average daily rate. It's
13 going through the roof. We've been able to
14 initiate even greater demand than we had in our
15 previous record years partly because we're open --

16 (Chairman Maguire reenters the room.)

17 MR. GOLDMAN: -- but mainly because we -- the
18 research that we were doing on visitors and what
19 they were looking for during the pandemic, just
20 starting the 22nd of March of 2020, we were
21 measuring what travelers wanted and when we began
22 to get the data, they wanted things that were --
23 destinations that were low density, destinations
24 that had beach and outdoors, outdoor dining.

25 We looked around and said that's what we are.

1 We reconfigured some of our advertising to focus on
2 that, and the county gave us some reserve money to
3 get out there and market and we turned things
4 around.

5 If you'll go to the next slide, you can see,
6 again, these are more accommodation basic data, but
7 the point is that we exceeded most of 2019. But
8 here's the big one here, as far as I'm concerned.

9 In average daily rate, we in rev -- revenue
10 per available room, we exceeded the State of
11 Florida and the State of Florida in 2019. So we
12 came back faster and stronger than the entire state
13 and most of our comp set. So that's kind of the
14 takeaway here.

15 If we look at the next slide, a lot of people
16 are very interested in what's happening on the
17 vacation rental side, Airbnbs, and this is a
18 different animal than your typical lodging.

19 In that case, we increased in every stat, not
20 just over 2020 but over the previous record year of
21 2019. So you see that orange bar is greater in
22 every measure. Part of that was because in the
23 pandemic, folks felt like they could control their
24 environment better if they rented a whole house.

25 Early in the pandemic, it was really

1 interesting because people were staying away from
2 them. The Governor said you couldn't do -- open
3 vacation rentals in the first two months. The
4 reason why he did that and the reason why people
5 were reluctant to go is they felt like they weren't
6 as safe when it was just anybody trying to take
7 care of the cleanliness of the house and take care
8 of their concerns.

9 As people went -- progressed through the --
10 the pandemic, they began to feel like they had more
11 control in an environment like an Airbnb or a home
12 rental, and so the pendulum swung very quickly and
13 so they really performed very well. And that's
14 what those charts say -- show. And that's the
15 amphitheatre.

16 Our basic measure, our most basic measure of
17 performance is the collection of the tourist --
18 local option tourist development tax, the bed tax.
19 The -- the Visitors & Convention Bureau gets 32
20 percent of that. Its purpose is for marketing.

21 The other portions go towards cultural events,
22 arts and cultural events. A portion of that goes
23 to parks and recreation, and a portion of it goes
24 to the special uses. When we think about our
25 fireworks or the Nights of Lights or the visitors

1 centers, those are some special uses.

2 And finally, a new category that receives
3 20 percent is the beaches. And this was something
4 that the Board of County Commissioners executed
5 last year. And that was -- in fact began
6 collecting the tax that way and distributing it
7 starting in October of this past year.

8 So that category is to mainly repair the
9 beaches. Not all of the money goes there. It's
10 not nearly enough money to pay for all the beaches,
11 but it can be leveraged for additional funding
12 through the MSBU that they've executed and through
13 state and federal dollars. But the bed tax
14 compared to 2020, 52 1/2 percent higher we
15 collected this past year and 21 percent higher than
16 the previous record year. So it's working.

17 This is just a breakdown of our budget and
18 where we spend the money. Our budget was
19 \$4.6 million in 2021. And that's the famous island
20 green.

21 We talked a little bit about the budget, the
22 branding. I mentioned to you that we changed our
23 messaging. We had launched a new campaign in
24 November of 2019. When the pandemic hit in March,
25 we had stopped everything that we were doing, began

1 collecting data on how people were planning to
2 travel, and were able to get some additional money
3 from the county commission.

4 We rebuilt a campaign still using the cam- --
5 the positioning, but we rebuilt the campaign and
6 talked to them specifically on what they were
7 looking for. And if we'll go to the next slide, I
8 think will tell you -- will show you some of that.

9 But what's really important to understand
10 about your Visitors & Convention Bureau is that
11 we're guided by data. We don't do things like they
12 do in Mad Men. We -- it's data driven. It's a
13 very very subjective perception that people have
14 about advertising and marketing. But we do it by
15 research. We find out what our audience wants, we
16 present that, we test it, and then we continue the
17 things that work.

18 This is just a picture of what the paid
19 advertising accomplished in the last fiscal year.
20 Almost 180 million impressions. \$2.2 billion in --
21 in direct spending from last year. We have this
22 data through our friends at Visa, and that's -- so
23 this is probably undercounting and it certainly
24 doesn't count indirect spent. But from people who
25 are outside the county what they spent on their

1 Visa inside the county, this was the impact.

2 And of our advertise -- paid advertising,
3 36 percent of the impressions were generated
4 through digital. Almost 700,000 clicks on our
5 website through that. Visits to the website were
6 much higher, a million five. But that's how many
7 were clicks on our advertising.

8 And this just gives you a sense for how we're
9 allocating our advertising between traditional
10 sources like radio and TV, and digital like social
11 and online presence, Tripadvisor, Sojern, a number
12 of those. If you'll go to the next one. And the
13 next one.

14 We do things besides just advertising and
15 marketing the destination. One of the things that
16 we do is we generate and -- and facilitate new
17 events and activities that bring visitors here.
18 The Liqui Moly Pro Watercross season opener
19 happened here at Vilano in May.

20 May's a time of year when we need those kinds
21 of activities. When The Players Championship moved
22 from May, it left a hole in our visitation, so we
23 went out and solicited that. It was broadcast on
24 CBS Sports Network and was livestreamed as well.
25 It's -- it's pretty cool. If you think about

1 motocross and motorcycles, they do it on jet skis
2 and personal watercraft.

3 We helped in the hosting of the St. Augustine
4 Fine Wood -- Wood and Fine -- Food and Wine
5 Festival last year, last May. That's coming back
6 this year and -- and we help promote that.

7 We opened three hotels and there are four new
8 ones in the -- in the offing that will be opening
9 this year. We work closely with the chamber and
10 the cultural council in bringing events and
11 supporting those events that they provide, and we
12 also supported the PXG Women's Match Play
13 Championship which was held out at the World Golf
14 Village this past October.

15 Finally, the sollicitational fee for the new
16 airway, we assisted with Ed to provide information
17 and assurance that the -- that the aircraft would
18 fly profitably. And we also work with the
19 JAXSPORTS Authority with the Gator Bowl commission
20 to get more business for us. And if we go to the
21 next one and the next.

22 This is -- this will give you a sense for what
23 we are doing. Our original positioning is of the
24 traveling intranationally. You may remember last
25 time I think I was here, I presented to you the

1 El Conquistador Returns campaign. It used a
2 device, El Conquistador, as a tool for people to
3 remember all the wonderful things in history,
4 aspects of history that we have here as well as
5 beach and golf and things.

6 This takes a slightly different tact. One of
7 the things that we were hearing from the research
8 was that history's important, is a great
9 differentiator, but folks who come just for history
10 would come once and then feel like they didn't need
11 to come again because they -- they had that
12 information.

13 So we needed something that would help
14 demonstrate some of the other aspects of the
15 destination that you want to come back for again
16 and again, and that's what this one should do. So
17 if we can -- there you go. Do you have a sound?

18 (Video played.)

19 MR. GOLDMAN: So as the level of
20 sophistication in terms of what we offer and our
21 visitors increased, that was something that we
22 needed to flex with and have our campaign embrace
23 that. So if we can go to the next slide.

24 So when the -- when the pandemic hit, people
25 stopped traveling. They certainly stopped

1 traveling by air. And they were looking for places
2 closer by, as I said, low density, and that had
3 plenty of outdoor things to do. And since we don't
4 have any highrises so you're not spending an
5 inordinate amount of time in an elevator, we have
6 plenty of beach and plenty of places to eat
7 outdoors and lots of sports activity.

8 We simply wrapped that. We didn't wave our
9 arms about safety, although we definitely worked on
10 making sure that our suppliers here and our
11 attractions were operating safely.

12 We spent most of the time period between mid
13 March and July when we came out with this campaign
14 talking about how to operate safely and to make
15 visitors comfortable when they came. So you'll see
16 this is how we presented to them starting in July.
17 Whoop. We need to go back and if you'll -- there
18 we go.

19 (Video played.)

20 MR. GOLDMAN: And this worked really very very
21 well. Brought this out in July of 2020 and this
22 ran until July of this past year when we felt that
23 things were -- of course we didn't know about
24 Omicron, but when we thought things were safe
25 enough for us to go back to the original campaign.

1 You saw some data in there on that case study
2 about the original campaign. That was just three
3 months' worth of data that indicated growth. It's
4 been enormous since then. So if we can go to the
5 next slide.

6 Every month we report on this lodging data.
7 What's just important about this -- and this is
8 combined. This combines both your hotels, your
9 traditional hotels, and your vacation rentals.
10 What's important here is -- is over -- underneath
11 these it compares the year to year, and you can see
12 double digits increases almost everywhere except
13 supply, but even supply is up by 5 percent.

14 But a 48 percent increase in revenue per
15 available room, an average daily rate of 22 percent
16 for the fiscal year, and in January alone
17 24 percent. Our best January ever. Our best
18 February ever were just these past. And March
19 looks like it's going to be another record.

20 Bed tax collections coming so far. We're
21 comparing to January and fiscal year-to-date of
22 2020 because through February, those were not
23 COVID-impacted months in 2020 and those were also
24 records. So 62 percent in terms of bed tax
25 collections, almost 1.4 -- \$1.39 million. Up

1 77 percent from last year. 62 percent compared to
2 the previous record month.

3 This gives you a sense for where in the
4 destination the bed tax are being collected. In
5 the winter, the largest was St. Augustine, Vilano,
6 and North Beach. So even in January, the beaches
7 were collecting more bed tax than the other
8 regions.

9 Our publicity is one of our strongest suits.
10 We conduct that in-house with people who know the
11 destination and spend their entire time working on
12 prompting the destination.

13 While our fiscal year impression was down
14 21 percent through January -- through February,
15 that's going to change big in March because
16 The Players Championship has such a huge impact.
17 And this particular Players Championship, in spite
18 of all the rain, had some very very exciting
19 moments and finish. And of course whenever there's
20 a hole in one, we see a spike in media coverage.
21 So all of that's very positive.

22 This second line here, these are stories where
23 we actually -- our individuals either generated the
24 story or we provided images or answered questions
25 of the media and in that way impacted it directly.

1 In that case, we're 57 percent over the previous --
2 the previous February.

3 So, Elite Airways, we certainly know what
4 they're doing. The addition of Portland was a --
5 was a great coup. I want to think this is the last
6 slide, so you'll be done with me in just a moment.
7 But what I did want to do is share with you some of
8 the support activities that we're doing since
9 October.

10 We conducted a co-op campaign on Expedia. So
11 when people are looking for travel, they're --
12 we're serving up a message. For those of them
13 coming from the north southbound, they're getting
14 the message that we generate about the destination.
15 When they're examining traveling to New York and
16 the New York area, they're receiving messaging
17 about the value of traveling north. And that's the
18 co-op portion that the airport is supporting.

19 Why do we do it that way? The VCB's
20 responsibility and contract with the county says we
21 bring people into the county from outside the
22 county to spend their money and then send them
23 home. So we can't market in market to have people
24 travel out of the market. So that's one of the
25 dances that we're able to do in cooperating and

1 collaborating with the airport.

2 But anybody who searched traveling to
3 Florida's historic coast, Daytona or Jacksonville
4 in the -- in the New York tristate area received
5 messaging from us, and the vice versa of those who
6 were looking at traveling up to there from this
7 catchment area received the messaging on traffic
8 via UST and on Elite.

9 We had a 16-week campaign on Google paid
10 search. So does everybody know what that is?
11 We -- we pay to deliver our message to people who
12 are searching via Google for those -- those same
13 subjects that I mentioned, nonstop travel to and
14 from those direct -- those directions, any kind of
15 inquiries about travel in those, and delivered
16 140,000 impressions between -- in those 16 weeks.

17 From a PR standpoint, we do a number of
18 bedside -- bedside -- desk side interviews with
19 travel writers and producers of television shows on
20 travel, and we met with over a dozen journalists at
21 which Elite Air was the focus of the messaging, and
22 we continue to pitch stories about Elite and its
23 benefits traveling to our destination.

24 Social media -- Facebook, Instagram,
25 Twitter -- we're also -- we've been messaging in

1 those platforms since October 22nd when the
2 announcements were made, and so we're promoting
3 both of those. When Portland was announced, we
4 added Portland to the messaging and so far have
5 delivered 263,000 impressions over 1300 -- 13,000
6 engagements. So somebody either clicked on it,
7 forwarded it to two friends, or liked it.

8 On the promotion side, Elite's been very
9 generous with tickets, so we've conducted contests
10 in the New York area as well as here in the
11 St. Johns County area in which ticketing and
12 destination prizes were offered in exchange for
13 media coverage. iHeart radio in May will -- will
14 do a major promotion in New York City.

15 Finally, our newsletter goes to 196,000
16 engaged people who are following us, and they've
17 been receiving the messaging about Elite since
18 October.

19 So a lot of good strong support from your VCB,
20 and if there's any questions about what we're
21 doing, what we can do, we'd love to take them now.

22 CHAIRMAN MAGUIRE: Any questions from the
23 board members?

24 MS. LUDLOW: I've got --

25 CHAIRMAN MAGUIRE: Go ahead. Go ahead,

1 Robert.

2 MR. OLSON: Yeah. Do you track the corporate
3 media market? Which I guess is different from the
4 leisure tourism --

5 MR. GOLDMAN: Yes.

6 MR. OLSON: -- it's a different part of
7 visitation.

8 MR. GOLDMAN: Yes.

9 MR. OLSON: It's probably not huge for us, but
10 it -- I know there's a lot of opportunity --

11 MR. GOLDMAN: Yes.

12 MR. OLSON: -- and like Casa Monica's doing a
13 lot of corporate or small meetings, board retreats,
14 training, pharmaceutical company promotionals or
15 training.

16 MR. GOLDMAN: We do.

17 MR. OLSON: Do you --

18 MR. GOLDMAN: Our sales department works a
19 great deal on that. Corporate is a small part of
20 it. Since the pandemic, corporate traveling is
21 coming back, but it has been the slowest to return.

22 Social events like family reunions and
23 weddings, they came back very quickly and have come
24 back very strong because there was compression;
25 they couldn't do it before. So you had backups of

1 family reunions. And so, they have been going off
2 the charts in terms of their demand. But corporate
3 is coming back because corporate America is
4 becoming more comfortable with travel.

5 We don't anticipate that Zoom is going to keep
6 corporate businesses from meeting off-site, because
7 the last time there was a technological advance,
8 videoconferencing, there was great fear that it
9 would replace corporate travel. That didn't happen
10 then and what we're hearing from the industry is
11 it's not going to happen now. So we're -- we have
12 high hopes that that business will come back.

13 Properties in Ponte Vedra, but also the
14 Renaissance, the new Renaissance downtown, the
15 Renaissance at World Golf Village, and the
16 Casa Monica, and the Embassy Suite at the beach are
17 our primary corporate meeting properties.

18 MR. OLSON: Okay. Thank you.

19 CHAIRMAN MAGUIRE: Okay. Any other questions?

20 (None.)

21 CHAIRMAN MAGUIRE: Thank you, very much,
22 Richard.

23 Okay. Ed, I see you changed your slide.
24 You've got the slide that you --

25 MR. WUELLNER: Yeah.

1 CHAIRMAN MAGUIRE: Do you want to do that
2 before this next business plan issue or you want to
3 wait until --

4 MR. WUELLNER: I can do it after. I'll do it
5 after.

6 CHAIRMAN MAGUIRE: Okay. Next item is
7 strategic business plan update. Andrew Holesko.
8 Where is he?

9 STRATEGIC BUSINESS PLAN UPDATE

10 MR. WUELLNER: I -- I don't think we have a
11 ton to discuss relative to the business plan.

12 We were hopeful we'd have a scope of services
13 to consider tonight, but there's still a bit of
14 work to be done on the scope of that services and a
15 ways to go on being happy with the proposed budget
16 at this point for those services.

17 I did want to quickly update you on the -- the
18 funding. So it -- it would appear that we may have
19 opportunities with Florida DOT in the months ahead.
20 So I wanted to give you three options that are kind
21 of out there that affect the funding, if you will,
22 or participation by an outside agency.

23 You of course always have the option to fund
24 that study at some point entirely with
25 Airport Authority dollars. Until we know that

1 number, there's really no action item on that.

2 Option two, we have made the request -- we
3 will not have an answer for this till probably May
4 or June. As we get near the end of the FDOT's
5 fiscal year, the current fiscal year -- you may or
6 may not recall the State of Florida's on a
7 June 31st or July 1st fiscal year, however you want
8 to state that -- or say that. So as we approach
9 end-of-year funds that might be available within
10 DOT, that would present an opportunity to match
11 some portion of Airport Authority dollars for the
12 same -- the same study.

13 The other of course is the option three, which
14 would be primarily a reallocation of some FDOT
15 dollars from a different project. But in order to
16 avail ourselves of that, we need to get into the
17 new fiscal year of DOT, and then at -- they would
18 be able to reallocate that.

19 That requires some paperwork and some internal
20 things related to DOT, not a -- not locally with
21 the Authority, and bottom line being that that
22 money would not be available or likely available
23 till October of the year in any form.

24 I -- I would mention that the project that
25 would likely take the hit here is some preliminary

1 design money related to a future T-hangar that
2 would be the following year.

3 So it being design-related, I don't see it
4 impacting schedule or total project or budget or
5 anything else, but it would be that money that
6 would be reapportioned or reallocated toward doing
7 the study component or a portion of the study
8 component. So that's where we are with funding.

9 Andrew, you want to talk scope a little bit or
10 not or --

11 MR. OLSON: Can I interject talking? Ed, I
12 mean, I've of course been --

13 CHAIRMAN MAGUIRE: Speak into the microphone.

14 MR. OLSON: Yes. Of course I've been working
15 with Ed and Andrew on this and I think, you know,
16 my thought is that Option 2 is very -- is something
17 we should focus on.

18 Option 3 requires much more thought, as Ed
19 said, but it's not a long wait and it's a possible
20 opportunity for significant FDOT participation in
21 the -- in the cost of it.

22 CHAIRMAN MAGUIRE: Okay.

23 MR. OLSON: That's all I'll add.

24 CHAIRMAN MAGUIRE: Okay. Andrew, do you have
25 anything to add?

1 MR. HOLESKO: Yeah, I just want to add briefly
2 on the scope.

3 We did get the first draft of a technical
4 scope in detail to -- to Ed and Mr. Olson for
5 review. We had a lengthy discussion a little over
6 a week ago, a series of comments, sent them back to
7 Ricondo to review. Also had a follow-up
8 conversation with them.

9 So some time in the next few weeks, another
10 one of those will come back, but it will probably
11 be closer to the scope that -- that the director
12 and Mr. Olson expect to bring to you.

13 So we did have discussion with them and
14 technical content reviewed back and forth, and all
15 that's progressing very well. So I wanted you to
16 know all of that has occurred since your last
17 meeting.

18 CHAIRMAN MAGUIRE: Okay. Thank you, very
19 much. Questions?

20 MS. LUDLOW: The year-end review -- year-end
21 funds, is the year-end June?

22 MR. WUELLNER: The state's fiscal year-end --

23 MS. LUDLOW: Okay.

24 MR. WUELLNER: -- which is the end of June,
25 yes.

1 MS. LUDLOW: That's when we go by.

2 MR. WUELLNER: Uh-huh.

3 MS. LUDLOW: Okay.

4 MR. WUELLNER: That's not our fiscal year,
5 that's the state.

6 MS. LUDLOW: The state.

7 CHAIRMAN MAGUIRE: Okay. Any board questions
8 for Andrew?

9 (None.)

10 CHAIRMAN MAGUIRE: Thank you, very much,
11 Andrew.

12 All right. Did you want to go back to that
13 one slide?

14 MR. WUELLNER: If you want. I just wanted to
15 make -- make the board aware that we solicited or
16 informed Northrop Grumman relative to interest
17 that's been expressed on -- that's why I couldn't
18 remember earlier which -- what the item was.

19 But Northrop Grumman ex- -- has a timeline
20 that expires over the next couple of days with
21 respect to that right of first refusal. So they'll
22 either be leasing that property, which is I believe
23 21.1 acres -- this is property that runs between
24 the east -- the North 40 complex and the aircraft
25 runup facility, if you're aware of both of those

1 facilities on the east side -- and will be
2 presenting options for that in the -- at the -- at
3 the next meeting likely.

4 CHAIRMAN MAGUIRE: Okay. Okay. Questions of
5 Ed on that one?

6 I'd like to bring -- since Carol isn't here,
7 we got the government relations update package.
8 Did everybody get a copy of that? And, Ed, I don't
9 know if you have any information on all this.

10 MR. WUELLNER: She updated this literally as
11 she went out the door, so it's probably as
12 current --

13 CHAIRMAN MAGUIRE: Well, obviously she has
14 here the monitored bills. Number 1's dead,
15 Number 2's dead, Number 3's dead, Number 4's dead.
16 The state's really done a good job this year,
17 haven't they?

18 MR. WUELLNER: A lot of deads.

19 CHAIRMAN MAGUIRE: Yeah, a lot of dead stuff.

20 The other issue is airport-related bill
21 tracking on Page 2 of that package. In 3, I
22 noticed that Mr. -- Representative Hutson has quite
23 a few in here, but I don't see any for Stevenson.
24 Has she done anything or is it --

25 MR. WUELLNER: I really couldn't speak to

1 that. I don't know.

2 CHAIRMAN MAGUIRE: Okay. All right. Any
3 questions anybody has for Ed or -- or our attorney
4 on this?

5 (None.)

6 CHAIRMAN MAGUIRE: Okay.

7 MS. LUDLOW: Should I (unintelligible).

8 CHAIRMAN MAGUIRE: Do what?

9 MS. LUDLOW: I don't know if I should ask now
10 or if I have to wait to member comments, but it
11 does -- it does relate to, you know, the Grumman
12 and the RFR and -- ROFR. And I guess he answered
13 my question, because will this be on the agenda
14 for -- the information on the agenda for next
15 month?

16 MR. WUELLNER: Yes.

17 MS. LUDLOW: Okay. And -- and that's going to
18 be like the how do you trigger the ROFR and --

19 MR. WUELLNER: No. The RFR has been
20 triggered. What we don't have is a response.
21 There's a timeline that has to run, and that's
22 still got another few days before we know what
23 Grumman's intentions are related to the right of
24 first refusal.

25 MS. LUDLOW: So -- and here's another thing

1 added to that and it's about leases, but I have two
2 letters here, and apparently they were sent to Ed
3 and, I don't know, staff, or I'm not sure if it got
4 sent to -- yeah, copies to the whole board. When
5 people ask for requests for information on leased
6 property, these go back to January and February --

7 MR. WUELLNER: Uh-huh.

8 MS. LUDLOW: -- if there are unanswered
9 questions like that, shouldn't that be on our
10 agenda to update requests?

11 MR. WUELLNER: I'm not sure what you're
12 looking at.

13 MS. LUDLOW: Well, I'm looking at one from
14 Solano and one from Liotta that asks in January and
15 February for an answer on their questions on
16 property on the airport and they got no response.

17 MR. WUELLNER: That's not true. We've met
18 with both parties and talked to both parties.

19 MS. LUDLOW: Pardon me?

20 MR. WUELLNER: We have met and/or talked to
21 both parties.

22 MS. LUDLOW: Well, the board doesn't know
23 anything about it.

24 MR. WUELLNER: It's not a board item yet.

25 MS. LUDLOW: Pardon?

1 MR. WUELLNER: It wouldn't be a board item
2 yet.

3 MS. LUDLOW: If you're talking about leasing
4 21 acres and -- and the Grumman property and how
5 much --

6 MR. WUELLNER: When it matures to an agreement
7 or a lease form or something, then it becomes a
8 board item. It's not that far yet.

9 MR. MIRGEAUX: I had the same questions you
10 did when I saw this -- not necessarily the Solano
11 e-mail that was earlier this year, but Mr. Liotta's
12 e-mail when he made me aware of it -- and I just
13 called Ed and asked him, Hey, what's up? Tell me
14 about this. And he said the term hasn't expired
15 yet on the ROFR and when it does, we'll present you
16 with options.

17 So that's always another course of action, is
18 you can just call him. Call the staff if you have
19 a question on it.

20 MS. LUDLOW: So it can be -- it will be on the
21 agenda for next month.

22 MR. MIRGEAUX: That's what --

23 MR. WUELLNER: Yes.

24 CHAIRMAN MAGUIRE: Well, not necessarily.

25 MR. WUELLNER: We're -- we're heading that

1 direction, yes.

2 CHAIRMAN MAGUIRE: It's an issue of -- the
3 reason we pay Ed a salary is because he handles
4 things up to a certain point. Part of that point,
5 we do not want to get involved because then you
6 start micromanaging every detail.

7 This airport at one time was micromanaged.
8 It's about the time that Ed came in because I was
9 just arrived from the military. This airport was
10 micromanaged by the five people who ran it and it
11 really stifled the airport a lot, okay?

12 It's now come back the other way. Ed has a
13 certain point of activities that he handles per the
14 direction of this board, and when it gets to the
15 point that it requires our approval and
16 recommendations, all the micro stuff has been
17 either resolved, negotiated, or ready to present.
18 Prior to that point, we do not get involved.

19 MS. LUDLOW: Well, I think that the board
20 should know if requests have been made to staff and
21 they have not gotten a response.

22 CHAIRMAN MAGUIRE: No.

23 MS. LUDLOW: And you're talking about, I mean,
24 21 acres and you're talking about, you know, a big
25 thing coming on. But that's all right; if it's

1 going to be on the agenda, no, it is not
2 micromanaging, it's knowing --

3 CHAIRMAN MAGUIRE: It does --

4 MS. LUDLOW: -- what's going on at the
5 airport.

6 CHAIRMAN MAGUIRE: It's -- if you want to know
7 what's going on, every -- there's a lot of
8 activities going on on this airport that we as a
9 board do not get involved in.

10 If you want to know what's going on, Justin's
11 correct, call up and ask. But -- but don't expect
12 this board to get involved in the level of
13 activities that's not designed for us; it's
14 designed for him or our attorney.

15 And at that point when they are ready to
16 present it to us because it now moves into our
17 realm, that's when we start doing things, okay?
18 And it --

19 MS. LUDLOW: I'm just passing on, you know,
20 complaints that have been voiced to me. That's my
21 job.

22 CHAIRMAN MAGUIRE: I understand. Okay. Other
23 comments?

24 (None.)

25 CHAIRMAN MAGUIRE: All right. Are we ready

1 now for public comments?

2 MR. WUELLNER: Uh-huh.

3 CHAIRMAN MAGUIRE: All right. We're going to
4 go with public comment. I had some names here.

5 MS. LUDLOW: Doug.

6 MR. BURNETT: Mr. Chairman, you still have the
7 added agenda item.

8 MR. WUELLNER: I think he was doing that as a
9 part of the public comments.

10 MR. BURNETT: Okay.

11 CHAIRMAN MAGUIRE: Yeah, that's going to be
12 coming up.

13 MS. LUDLOW: Okay. But then I also want to
14 ask -- I'd like for Doug -- because this has come
15 up, also. I'd like for Doug to explain to
16 everybody on the board, you know, what my letter
17 was and how we can all answer it about the Russian
18 airplane.

19 MR. BURNETT: The -- I guess the --
20 Mr. Chairman, I'm not sure how the board wants to
21 address this or whether it does or not.

22 There's been some comment about seizure, for
23 example, of Russian oligarch property. Obviously
24 the most famous thing to have come out for our
25 locale is the seizure of Igor Makarov's yacht that

1 was here in St. Augustine.

2 There's been some comments related to
3 potentially what if his aircraft or another Russian
4 oligarch aircraft comes to the airport. I don't
5 know whether the Authority wants me to comment on
6 that or not, but I think that's what Ms. Ludlow's
7 raising, is the issue.

8 CHAIRMAN MAGUIRE: Is that it? Did you want
9 to introduce this?

10 MS. LUDLOW: Pardon?

11 CHAIRMAN MAGUIRE: Did you want to introduce
12 anything other than what he said?

13 MS. LUDLOW: Well -- okay. So this is what is
14 getting out into the public arena, is that if -- if
15 there's a Russian oligarch, like the boat over
16 there, they're not doing anything. So it's been
17 brought up to -- several times from my other
18 committee things that if that plane's coming in
19 here, why can't we seize that plane? He explained
20 to me this.

21 But they haven't been here since October '20,
22 and they usually make like 15 trips a year over
23 here, but it was my understanding that because it's
24 so shrouded in legalities and different names,
25 different corporations, different things like that,

1 that we of course as an airport, we can't go out
2 there and seize an airplane because it's a Russian
3 airplane because it's still registered in -- you
4 know, here in the United States.

5 That -- that came to me and I was getting hot
6 water because they were saying, why can't -- you
7 got letters; you didn't bring it up.

8 MR. WUELLNER: I didn't get the letter.

9 MS. LUDLOW: It says right here.

10 MR. WUELLNER: You did. I mean, I got a copy
11 of it from you.

12 MS. LUDLOW: No, no. That's today. No, he
13 sent this to you when he sent it to me. It's --

14 CHAIRMAN MAGUIRE: Who sent it? Who sent it?

15 MS. LUDLOW: It is a Dr. Pawlowski.

16 CHAIRMAN MAGUIRE: Why didn't he send it to
17 the entire board?

18 MS. LUDLOW: Did he? Hold on. I know he sent
19 it -- it's a very to-the-point letter, like a
20 okay -- Russian, Dear Reba (reading) (inaudible).
21 Russian sent this to the (inaudible) airport,
22 seizing sanctions (inaudible). He sent it to
23 (inaudible) an elected official. What is your
24 answer? You know, what are you going to do to find
25 an answer to that? He sent it to Ed. So it's like

1 Ed's name's in here --

2 CHAIRMAN MAGUIRE: Reba --

3 MS. LUDLOW: And he sent it to --

4 CHAIRMAN MAGUIRE: -- you have to talk better
5 into the microphone. She can't hear.

6 MS. LUDLOW: Oh, shoot. I'm sorry. Well, you
7 know, it's either I either do it too little or too
8 much.

9 CHAIRMAN MAGUIRE: Do too much.

10 MS. LUDLOW: No, then you told me not to do
11 that.

12 CHAIRMAN MAGUIRE: Let me jump in, then,
13 because it's -- I haven't seen it or I haven't
14 heard anything about it. But here's my position.
15 I don't believe the Airport Authority has any
16 authority to seize anything. Is that right?

17 MR. BURNETT: Mr. Chairman, the only thing
18 that the Airport Authority does is occasionally we
19 run into a situation where an aircraft hasn't been
20 it's fee or ramps, parking space --

21 CHAIRMAN MAGUIRE: Right.

22 MR. BURNETT: -- or hasn't paid its fees
23 related to a hangar, and so we may lien the
24 aircraft. We may lien the air -- the contents of a
25 hangar. But foreclo- -- I mean, seizure of things

1 is not something the aircraft -- the airport
2 typically does. I don't foresee that being
3 something we would do.

4 Even if there was illegal activity that we all
5 witnessed right now going on on the airport that
6 was criminal in nature, we would dial 911; we would
7 call the Sheriff's Office. If it was something of
8 federal jurisdiction, we might call the FBI. So
9 it's not the typical role.

10 There was an article maybe three days ago in
11 USA Today, I believe, that talked about this kind
12 of issue with local governments facing obviously
13 the -- the issue of right now which is obviously on
14 everybody's mind, what's going on in Ukraine and
15 the seizure of Russian oligarch assets.

16 And essentially there's a warning there
17 because the aircraft, as we all know, it's very
18 common the aircraft's owned by one company that
19 might be owned by yet, you know, XYZ Company's
20 owned by ABC Corporation. So you just never know.

21 It's one of those things it's not really for
22 us I don't think typically to chase it, but if the
23 aircraft were to show up, I would suggest you call
24 the FBI and let them know. They have a field
25 office in Jacksonville and pretty short distance to

1 come down here.

2 CHAIRMAN MAGUIRE: Well, my -- my gut reaction
3 is I definitely don't want to get involved in any
4 type of activity with international aircraft,
5 international people. I don't want to get into any
6 seizure of assets, except like you say, if somebody
7 owes us money and they haven't paid.

8 But other than that, we do not have a policing
9 authority that I believe in that -- that authorizes
10 us to go out and seize aircraft regardless. That's
11 something -- I want to avoid that because the
12 simple answer is call the police, call the feds,
13 call the FBI or something else.

14 MR. OLSON: I understand there's a unit in the
15 Department of Treasury that's been created to go
16 after whatever, the eligible lots -- yachts and
17 aircraft. And so that would be the -- that's
18 probably the agency that is now --

19 CHAIRMAN MAGUIRE: Yeah.

20 MR. OLSON: -- empowered to do that.

21 CHAIRMAN MAGUIRE: But not us.

22 MR. OLSON: I was not aware that the boat had
23 been actually taken. There was a news story last
24 week that it was identified as being owned by an
25 oligarch, but that's new information. It was there

1 yesterday.

2 CHAIRMAN MAGUIRE: I'm willing to bet that
3 over the next couple of years, you're going to see
4 a lot of lawsuits from Russian oligarch going after
5 whomever, and we don't want to be part of that,
6 okay?

7 MS. LUDLOW: Thank you. I -- he gave me a
8 good explanation and one that I can pass on --

9 CHAIRMAN MAGUIRE: Perfect.

10 MS. LUDLOW: -- and that's what I wanted.

11 CHAIRMAN MAGUIRE: Okay. All right. Any
12 other comments?

13 (None.)

14 PUBLIC COMMENT - GENERAL

15 CHAIRMAN MAGUIRE: Okay. Mr. Tucker?

16 MR. TUCKER: Yes.

17 CHAIRMAN MAGUIRE: You're first.

18 MR. TUCKER: Len Tucker, St. Augustine.

19 I would like to address the agenda item that
20 was proposed on the safety review. And I think it
21 would be important for all of us to take a little
22 time and get a group together of not only the
23 people on the airport that use the airport, but
24 also the first responders and the other people that
25 are in charge of acting on accidents here so that

1 we can get a better understanding and a better
2 communication going between everybody involved.

3 This last incident that occurred of course
4 brought it to a head, but that's not the only
5 incident that's occurred. There was an accident of
6 two airplanes that went in the marsh in the last
7 year and the response in both cases was about the
8 same, about a 45-minute delay in getting to the
9 aircraft.

10 I think we could do better. There's --
11 there's I'm sure ways to cross the marsh. I know
12 of vehicles that they manufacture that will cross
13 the marsh a lot quicker than an airboat will. And
14 so, maybe that's something the airport needs to be
15 looking into. It's certainly something that might
16 fall under the category of emergency response or
17 rescue unit that could be funded by government
18 agencies to acquire.

19 And so, I think there's all kinds of other
20 issues that we could go through, and I think it's
21 incumbent upon us as the airport to not leave any
22 stones unturned.

23 I'm not trying to point any fingers at anybody
24 or say that anybody did anything wrong, but I think
25 there's always room for improvement. And so, we

1 don't want to have anything go by the wayside if
2 there's some way we can make it work better. Thank
3 you.

4 CHAIRMAN MAGUIRE: Okay. Okay. I'm going the
5 step out for just one minute, so Justin's going to
6 take command. The next one is Patricia Kreis,
7 Kreis (pronunciation).

8 PATRICIA KREIS: Yeah.

9 CHAIRMAN MAGUIRE: Last name?

10 PATRICIA KREIS: Kreis.

11 CHAIRMAN MAGUIRE: Okay.

12 (Chairman Maguire exits the room.)

13 PATRICIA KREIS: Patricia Kreis,
14 St. Augustine. Can you hear me? Thank you.

15 Really quick bio and then I'll get to my
16 point, which is very much similar to what Len has
17 spoken to and what Reba brought up earlier.

18 I worked in technology for 35 years, and
19 things go wrong in technology, right? And when
20 things would go down, sites would go down, data's
21 lost, three questions from leadership: What went
22 wrong? How do we fix it? And how do we prevent it
23 from happening again?

24 I always needed to answer that last question.
25 I focused on that, because if we had the same

1 outage due to the same problem multiple times, my
2 job was on the line. So I worked hard to make sure
3 that that didn't happen.

4 As time went on, the questions got harder from
5 leadership and they started asking me things like,
6 you know, what don't we know? Not all issues can
7 be predicted. So we want to be more proactive than
8 reactive. We know that unforeseen disasters
9 happen.

10 So we added another set -- another set of
11 questions. What are we missing? What trends have
12 we seen that can help us prepare for the next
13 incident? And what will our response be?

14 We now build solutions for the unpredictable:
15 Pandemics, hurricanes, fires, anything that would
16 affect the ability of our most critical assets.

17 (Chairman Maguire reenters the room.)

18 PATRICIA KREIS: You aren't a multibillion --
19 multibillion dollar organization, I know that, but
20 you are responsible for the safety and disaster
21 response scenarios at this airport. Your county
22 constituents paid for it and rightly expect a
23 reasonable disaster plan because things go on
24 wrong.

25 Your job is to provide the procedures, the

1 infrastructure, and the staff to support disaster
2 scenarios that you can't even predict.

3 Arguably, you could have predicted the
4 accident that happened most recently because a
5 plane flipped here in 2019 and you just had a crash
6 into the marsh within the past year. Thankfully in
7 both of those crashes, the pilots sustained minor
8 injuries and were able to extract themselves from
9 the planes.

10 But after those did you ask: Could we have
11 responded better? Are we ready for the next flip
12 or runway overshoot? Can you honestly say that you
13 couldn't imagine another plane flipping into the
14 marsh maybe a bit further out? Maybe somebody with
15 serious injuries.

16 I can answer that. You didn't answer -- you
17 didn't ask those questions and you weren't ready,
18 and you lost the most critical asset within your
19 purview and that's a member of this community.

20 Something went wrong. You weren't proactive,
21 you weren't reactive, and I ask this board and the
22 airport manager four questions: What went wrong?
23 How can you fix it? How can you prevent it from
24 happening again? And more importantly, what else
25 are you missing?

1 Because next time it may not be a member of
2 the airport community. What if it's one of your
3 precious tourists? What if it was the biplane that
4 went down? What if it was the tourist helicopter
5 that went down and it took 45 minutes to get those
6 tourists out of the marsh? Maybe that will speak
7 to you. Thank you.

8 CHAIRMAN MAGUIRE: Thank you. Okay. Next
9 is -- was it Bruce Kreis (pronunciation)?

10 BRUCE KREIS: Kreis (pronunciation).

11 CHAIRMAN MAGUIRE: Yes.

12 BRUCE KREIS: Hello. Bruce Kreis, 68 North
13 St. Augustine Boulevard.

14 As was mentioned, four weeks ago there was an
15 accident here at the airport which resulted in the
16 tragic death of a member of our community, Marianne
17 Fox.

18 I was standing out by the hangars. I happened
19 to be there watching the airfield. I saw her
20 approach. I saw the entire thing happen. I was
21 here over an hour -- over two hours actually after
22 I watched it all transpire.

23 The response to this accident has brought to
24 public attention the failure of the airport's
25 approach to safety that appears to have resulted in

1 a tragic death. There have been at least three
2 very similar incidents in the last few years. So
3 the need for recovery like this was absolutely
4 foreseeable and there's no excuse for not being
5 ready, as we alluded to.

6 Passive approach to emergency response used by
7 this airport is unacceptable and has now been
8 proven to be a real and undeniable failure. To see
9 it any other way is irresponsible.

10 The responsibilities and priorities of this
11 airport management should be first and foremost
12 public safety. It just doesn't appear to me that
13 it is. But I don't believe it's intentional and I
14 don't believe it's because you don't care, but
15 rather you just don't have the same focus on safety
16 that pilots train for, study, and practice with
17 every flight.

18 Aviation in general is built around the
19 framework of safety first, and it only stands to
20 reason that the airport's management should also be
21 focused in that way.

22 Marianne was a member of our aviation family
23 at this airport and we are grieving her death.
24 Imagine, if you can, being put in a similar
25 situation upside down in the dark being told over

1 the radio that help's on the way, 40 minutes.

2 Well, most of you aren't really pilots and you
3 don't really do much business out here at the
4 airport, so imagine instead if it was one of your
5 friends or God forbid even somebody in your family,
6 a wife, a child. Would you be really satisfied
7 with the way it was handled? Would you be
8 satisfied with the bare minimum safety plan that's
9 in place here?

10 Because every day that passes, there could be
11 another incident. Ask yourself, do you consider
12 this airport to be ready now for it to happen now?
13 Because it's your responsibility, yours, and the
14 decisions are in your hands and all eyes are on you
15 now.

16 So take time to take immediate action right
17 now and certainly do it before your next meeting.
18 Honor Marianne by creating an immediate plan to man
19 the fire station full time with all the necessary
20 staff trained in aviation recovery and all the
21 necessary and well-trained, well-maintained
22 equipment available on-site and ready to go.

23 Take action on this starting today. Get help
24 creating and implementing a comprehensive emergency
25 response plan, as has been alluded to earlier.

1 It's time to make some hard decisions about
2 management hiring more staff and spending the money
3 necessary to bring this airport to a reasonable
4 standard of safety.

5 Regardless of all the explanations and
6 assertions that are being made, you know now that
7 the current approach to safety clearly didn't work.
8 How you respond to this knowledge is how you're
9 going to be measured and judged going forward.

10 The people that use this airport are asking
11 and I'm demanding that you take action to try to
12 ensure that this kind of potentially unnecessary
13 loss doesn't happen again on your watch. Thank
14 you.

15 CHAIRMAN MAGUIRE: Mr. Kreis?

16 BRUCE KREIS: Sir?

17 CHAIRMAN MAGUIRE: Ed, who runs the -- is it
18 the fire department that runs the crew that
19 responds to accidents like is this?

20 MR. WUELLNER: Yes, sir.

21 CHAIRMAN MAGUIRE: Okay. Mr. Kreis, have you
22 talked to the fire department, the county fire
23 department?

24 BRUCE KREIS: I haven't talked to the county
25 fire department.

1 CHAIRMAN MAGUIRE: Okay.

2 BRUCE KREIS: I'd be happy to, and I'd be
3 happy to go and meet with the Sheriff as well. But
4 the truth of the matter is the incident started --
5 it started on this airport and it's a result of the
6 airport being here and the situation with the
7 runway ending in the marsh.

8 Should it -- should they be involved?

9 Absolutely. Should they be responsible? Sure.

10 But isn't it -- isn't it the responsibility of the
11 airport to take at least a participatory portion of
12 the responsibility for it, being the first
13 responding and being the agency that organizes,
14 creates the safety plan, like Reba was alluding to,
15 and putting together something that is practiced on
16 a quarterly basis, not every couple of years, and
17 something that, you know, you know it can happen,
18 so why not be ready? That's my big question.

19 CHAIRMAN MAGUIRE: And, Mr. Kreis, the reason
20 I was asking --

21 BRUCE KREIS: Yes, sir.

22 CHAIRMAN MAGUIRE: -- I'm not trying to say
23 we're not prepared or I'm not addressing us at all,
24 okay? I'm looking at the other participants.

25 BRUCE KREIS: Uh-huh.

1 CHAIRMAN MAGUIRE: In the Air Force, I had
2 three very good friends, aviators who all died in
3 plane crashes. So I'm very sensitive to the safety
4 issue. I believe in safety being the number one
5 issue whether it's an automobile, a car,
6 motorcycle, kids. It doesn't matter.

7 I was just curious if you'd talk talked to
8 someone else about their responsibilities and how
9 it ties in with our operation here. That's all. I
10 was just curious.

11 BRUCE KREIS: Thank you. No, Mr. Chairman, I
12 have not spoken to them and I will be doing so.
13 But I do believe and I think you can agree that
14 it's got to be a coordinated effort; it can't be
15 just one or the other, and I think it's owned by
16 the airport first to make sure that all the other
17 participants in that coordinated effort are
18 prepared, ready, equipped.

19 CHAIRMAN MAGUIRE: Okay. Thank you. Yes?

20 MR. OLSON: I had a question. Just -- it's my
21 understanding that NTSB is doing some report on
22 this. I'm not sure if that's correct, but that's
23 what I understand they come in --

24 CHAIRMAN MAGUIRE: That's standard.

25 MR. OLSON: So I'm -- I guess my question is,

1 does the rescue part of what -- what's -- what
2 we're looking at now or talking about now, is
3 that -- is that included in the NTSB report? And
4 how -- if so, how can that be coordinated with --

5 BRUCE KREIS: If the FAA does an
6 investigation, as -- as I'm sure you guys have --
7 they'll look into the accident and the NTSB gets
8 involved as well, but it's more the accident of the
9 aircraft itself, it's not necessarily as much
10 around the response to the accident --

11 MR. OLSON: Okay.

12 BRUCE KREIS: -- in my understanding.

13 MR. OLSON: Okay. Thank you.

14 CHAIRMAN MAGUIRE: Thank you.

15 All right. The -- Mr. Liotta, you're the last
16 speaker. Do we have any other people that want to
17 talk? You have to put in a card, please.

18 MR. LIOTTA: Matt Liotta, St. Johns.

19 The chairman mentioned that public comment was
20 important because it might affect the
21 decision-making. That's very relevant here. The
22 previous airport board meeting held on
23 February 28th, the airport attorney was absent and
24 substitute counsel was present.

25 One item before the board at that meeting was

1 the Porter Road development. Ms. Lindsay Haga, I
2 think is how you pronounce it, presented to the
3 board on behalf of the developer. Importantly,
4 that project is subject to a quasi-judicial process
5 with minimum rights established in LDC 9.06.03.

6 During that airport meeting, no mention was
7 made why the airport attorney was absent or some
8 other very important facts. First, I was able to
9 establish the airport attorney recused himself from
10 the meeting only hours before it was held. The
11 public should have -- been made aware of that, but
12 there was no mention.

13 Second, there was no mention that purportedly
14 the airport had already approved the project. One
15 has to wonder why the developer would come before
16 this board for approval on a project that was
17 already approved.

18 I will point your attention to the
19 January 20th Planning and Zoning meeting. Again,
20 Ms. Haga presented on behalf of the developer. She
21 was asked by a Mr. Zach Miller the following. He
22 said, Changes to any zoning district shall be
23 reviewed by the Airport Authority and a
24 recommendation forwarded prior to being presented
25 to the Board of County Commissioners. Has there

1 been an Airport Authority meeting and any
2 recommendation voted on?

3 She replied, We have a letter from the
4 Airport Authority. Mr. Miller then asked, Does the
5 airport hold a public meeting and make a
6 recommendation on it? And then amazingly, Mr. Doug
7 Burnett, the airport attorney and also apparently
8 an attorney for the developer, answered the
9 question with no. He went on to say, I've been the
10 attorney for the Airport Authority, so obviously a
11 conflict but for the fact that this issue got
12 resolved prior to me being involved in the project.

13 Now let's be clear here. On January 20th,
14 Mr. Burnett is stating that he has an obvious
15 conflict, but the issue was resolved prior to him
16 getting involved in the project. Yet the project
17 didn't come before this board until February 28th.
18 Clearly his statement before Planning and Zoning
19 was not correct.

20 More from the transcript. Mr. Burnett states,
21 When this came up, it was cycled. The usual
22 process is that the county staff makes the airplane
23 (sic) staff aware of it and the airport staff,
24 although it may say the Airport Authority, it
25 doesn't go to formal Authority meetings or approval

1 by the Authority.

2 Mr. Miller, Did you read into 3.04.04 that
3 this is staff level and that it's a determination
4 that the Airport Authority made? Mr. Burnett, I
5 think it's read as though the air -- the Authority
6 or its designee, similar to the way the county
7 operates. Mr. Miller, This doesn't say the
8 designee; it says Airport Authority.

9 I won't continue to read from the transcript.
10 If you read it, however, you'll just learn from
11 Mr. Burnett's own words that apparently regardless
12 of the rules, he and the director decided they feel
13 like something should come before the airport
14 board.

15 Who knows how many issues received for the
16 airport board have been decided by Ed and Doug
17 without oversight? That discovery process is
18 ongoing for another day.

19 Regardless, you now know that the airport
20 attorney entered into a conflicted representation
21 with the developer, apparently approved a matter on
22 behalf of the airport for the developer without
23 proper process, then when caught by Planning and
24 Zoning, sent the developer here to cover it up.

25 Ethics violations can't be fixed after the

1 fact. This is a clear ethics violation. The board
2 should immediately vote to rescind the previous
3 decision and investigate this matter.

4 The public had a right to know all the facts,
5 including Mr. Burnett's conflict. The public
6 should have been afforded an opportunity to comment
7 on these facts, but the airport attorney hid them.
8 The board can always take this matter up again with
9 all the information available to the public as
10 required by the law.

11 This is not the first ethics violation
12 regarding Mr. Burnett I have found. The airport
13 board should consider their own actions and I'm
14 available for questions. Thank you.

15 CHAIRMAN MAGUIRE: Okay. Mr. Liotta, the -- I
16 did let you go four and a half minutes. I didn't
17 cut you off --

18 MR. LIOTTA: Thank you.

19 CHAIRMAN MAGUIRE: -- okay?

20 MR. LIOTTA: I think it was warranted the
21 extra time. Thank you.

22 CHAIRMAN MAGUIRE: The -- well, you didn't
23 have to read that much; you could have been more
24 concise without having to read so much. I have a
25 question for you.

1 MR. LIOTTA: And you, sir, could have shared
2 that he recused himself at the last meeting.

3 CHAIRMAN MAGUIRE: I have a question for you.
4 Several meetings ago, you accused our executive
5 director of tax fraud. Have you filed anything
6 with the IRS?

7 MR. LIOTTA: We are still waiting on all of
8 the public record requests to come through, but I
9 have hired an attorney and they are pursuing the
10 matter.

11 CHAIRMAN MAGUIRE: Okay.

12 MR. LIOTTA: And it's actually notable that
13 you bring that up, because the issue at hand is
14 whether the director's free lodging should also be
15 tax-free as a fringe benefit.

16 And you need specific facts and circumstances
17 in order to qualify that with the IRS. And the way
18 that the airport is doing that is they wrote in his
19 employment agreement that he has to live in that
20 house so that he can timely respond to emergencies.

21 Yet we're talking about emergencies today that
22 were not timely responded to, which begs the
23 question, why is it that we need to have him living
24 in a house here, yet we had to wait for Kevin to
25 get here to unlock the airboat when he doesn't live

1 here in a house free of charge?

2 CHAIRMAN MAGUIRE: I just want to know about
3 the tax fraud.

4 MR. LIOTTA: Well, that is an example of tax
5 fraud.

6 If you purposely write a contract to create
7 facts and circumstances in order to get a tax-free
8 benefit that aren't true, that would be tax fraud.
9 So the question to the board is, is it true that
10 the emergency response here depends on the director
11 living at a house?

12 CHAIRMAN MAGUIRE: Okay. Thank you, very
13 much.

14 Okay. Mr. Gimmel? Is that how you pronounce
15 it?

16 MR. GIMMEL: My name is Patrick Gimmel. I'm
17 also a GA pilot here and also a physician in town.
18 And I also want to second and follow up some of
19 these safety concerns.

20 We in medicine have learned a lot from
21 aviation how to address sentinel events with, yes,
22 it happens, although we've learned a lot from
23 aviation in the past.

24 I would point to kind of -- point out a couple
25 of things. Has there been a meeting and asked a

1 question about has there been a debrief of the
2 incident here locally? Meaning, as long as the
3 memory of the incident is still very fresh,
4 meaning, did anybody sit down with the fire
5 department, with tower, with a timeline to
6 determine how can we improve the situation?

7 Clearly, me as a pilot flying with my family,
8 I don't want to end up in the marsh with no plan in
9 place. It's one thing if I crash and burn. It's
10 another thing if I survive and then I drown.
11 That's a very different ballgame.

12 So -- and, yes, I want to point out there's a
13 difference between legally required FAA requires
14 this or that and safety being a -- or providing
15 sensible safety to the pilots that are flying here.
16 Thank you.

17 CHAIRMAN MAGUIRE: Thank you.

18 Okay. I have no other comment cards from
19 anybody for comment public. So we'll bring it back
20 to the board for the card comments and we'll start
21 off with Reba Ludlow.

22 AUTHORITY MEMBER COMMENTS & REPORTS

23 MS. LUDLOW: I -- I guess I -- I would like to
24 reiterate --

25 CHAIRMAN MAGUIRE: Okay.

1 MS. LUDLOW: -- and do we vote on a safety
2 committee?

3 CHAIRMAN MAGUIRE: Okay.

4 MS. LUDLOW: You waited on public comment.

5 CHAIRMAN MAGUIRE: Uh-huh.

6 MS. LUDLOW: You got public comment and
7 everybody thinks we need a safety review committee
8 just, you know, for what happens here.

9 CHAIRMAN MAGUIRE: Okay. Personally, I do not
10 disagree with a safety review, okay?

11 I guess my concern is, I don't want us to
12 arbitrarily say do a committee and the committee
13 look around and say, what are we supposed to do?
14 We don't know. So, I -- I support a safety
15 committee.

16 I would also suggest that SAAPA, with their
17 vast amount of resources and people, that they
18 should get involved, too. So I agree with that.
19 But -- but I don't want to say, do a safety
20 committee.

21 What I am willing to say is let's put
22 together -- and you can take the lead on this --
23 put together a framework that we can vote on that
24 is a safety committee with responsibilities,
25 direction, guidance, so we all know what we're

1 voting on.

2 MS. LUDLOW: So, we -- for example -- or this
3 should be it. We need to review the gate
4 situation.

5 CHAIRMAN MAGUIRE: Okay.

6 MS. LUDLOW: I can tell you all of them right
7 now and they -- we can vote on it right now. And
8 then we need to -- a safety committee needs to know
9 where there is a key there. They need to know --
10 I'll write them down for you one, two, three.

11 One thing they need to do is check the gates
12 and make sure they are in working order. The other
13 thing they need to do is check the contacts for
14 fire and rescue, not just call 911. If there's a
15 number on the gate or how to they get in? That
16 needs to be noted. Everybody needs to know there's
17 a key on the gate so if the wrong fire station
18 responds and they don't know where the key is. So,
19 that's two.

20 The -- the airboat. I understand we had an
21 airboat on-site. Nobody could get it. We need to
22 check out the airboat. And why don't we have one
23 of our -- one that we can get into or some kind of
24 safety device that we can get out on the marsh?

25 I keep wanting to say SAAPA, but Bjorn's

1 flight school, they turned over out there and they
2 were trapped in it. But even a jet ski could have
3 gotten out there and taken a saw or something.

4 Okay. So we need gates. We need the fire
5 truck and emergency facility. We need what -- what
6 we -- what our airport has -- is furnishing or what
7 we're depending on for a fire truck to bring in.

8 We're -- wouldn't you think you'd just go
9 around and say, this is an issue, this is a safety
10 issue, this is -- but anyway. All right. You've
11 got four right there that are very valid.

12 MR. WUELLNER: What was the fourth one?

13 MS. LUDLOW: It was the fire trucks and then
14 the EMTs, the keys, access, airboat. Well, that's,
15 one, two, three, four, five. What does the -- what
16 does the airport have on-site to help this?

17 CHAIRMAN MAGUIRE: Okay. Let's go around the
18 board. Justin, ideas, thoughts?

19 MR. MIRGEAUX: Has anybody else besides me
20 ever participated in an aircraft mishap board?

21 CHAIRMAN MAGUIRE: I did.

22 MR. MIRGEAUX: You did.

23 CHAIRMAN MAGUIRE: Two.

24 MR. MIRGEAUX: Okay. So I've -- I've been a
25 member of one, and I'll say this -- well, let me

1 just ask Ed. The NTSB investigation, are we
2 expecting one or --

3 MR. WUELLNER: It -- it's ongoing.

4 MR. MIRGEAUX: It's ongoing. Just I know they
5 don't typically give deadlines but, you know,
6 professional judgment, how long is it going to take
7 before we see something like that?

8 MR. WUELLNER: Six to 12 months before you see
9 a final report.

10 MR. MIRGEAUX: So too far in the future for us
11 to get something immediate. So if what we're
12 looking for is something immediate right now,
13 you're not going to get a full-blown aircraft
14 mishap investigation.

15 Typically these things are done behind closed
16 doors and there are no minutes created, there's no
17 public record created because what they want to do
18 is they want to essentially collect information
19 because they -- the interest in an aircraft mishap
20 investigation is safety; it's not punitive in
21 nature.

22 So you're not looking to assign blame to
23 anybody, you're looking to answer questions, hard
24 questions many times. Many times you -- people are
25 at fault, but what you want to do is you want to --

1 when you're conducting these types of safety
2 investigations, is you want to give them -- you
3 want to give them a level of comfort so they feel
4 like that they can talk to you. That's what the
5 NTSB does.

6 That's not what -- if we're looking to some
7 sort of like safety -- safety committee discussion,
8 I'm not against it; I think that it's going to
9 help, but it's not -- it's not a mishap
10 investigation.

11 We might be able to get answers to
12 questions -- answers to questions around the
13 firefighting staff, how often it's open, you know,
14 the qualifications of the staff themselves. We
15 might be able to address Mr. Tucker's concern of
16 having a vehicle capable of extracting aircraft in
17 the marsh.

18 I agree that it is a predictable situation.
19 It's the approach end of our longest and most --
20 you know, most widely used runway or the departure
21 end depending on the winds and, you know, these
22 things happen.

23 If you've been around aviation long enough,
24 it's -- you know, it's a -- it's only a matter of
25 time before you're involved in one way or another

1 with a mishap. And, you know, that's why -- that's
2 why we train to the level that we do and -- and
3 plan for these types of things, and we have
4 emergency procedures and we have checklists and we
5 have all different types of safety conventions to
6 make sure that -- that, you know, if things go bad,
7 that you're in a position that you can minimize the
8 ill effects of whatever it is that's causing your
9 accident. Whether it's an aircraft situation,
10 whether it's weather, whether it's pilot error.

11 I would like to hear more about the gate
12 situation you're talking about. This is the first
13 time I've heard about this. I understood there was
14 an aviation-related mishap. I didn't -- I'm not --
15 this is the first I'm hearing of a delay in
16 actually getting recovery effort out there.

17 CHAIRMAN MAGUIRE: Hold on a second because I
18 want to comment on something. Did you have
19 anything to say?

20 MR. OLSON: Yes. I just wanted to say that
21 I'm -- you know, I'm basically all for however this
22 can be looked at in more detail and -- with the
23 idea of what can we do to address safety here. And
24 I -- if it's supplemental or something that's done
25 faster than NTSB that's focused on the response,

1 that was -- would be good.

2 I know a number of things have been listed
3 now, but I think one of the other things -- and the
4 most I know about this mishap, this accident, was
5 what -- the St. Augustine Record did a rather
6 detailed story about it, but apparently there was a
7 delay with even locating the aircraft in the marsh,
8 that it couldn't be easily seen. And I'm thinking
9 that should be put on the list as to -- because
10 apparently the control tower wasn't staffed or they
11 weren't able to see from the control tower.

12 So maybe there's some other technology that we
13 can install that would -- you know, with cameras
14 and everything like that, that would help that
15 aspect of it. But that's just one thing. I think,
16 you know, the idea of staffing the fire station
17 needs to -- needs to be looked at as our activity
18 increases, also.

19 CHAIRMAN MAGUIRE: Okay. I have two concerns,
20 and one is one you just brought up, and I had to
21 think about it.

22 If a safety committee starts working on this
23 issue, they have to avoid the aircraft accident.
24 They cannot turn this into an investigation of what
25 happened and why.

1 MR. OLSON: Yeah.

2 CHAIRMAN MAGUIRE: That has to be completely
3 avoided. And I'm not sure that we have the ability
4 amongst all the people here to be able to avoid
5 that. That's just a very sensitive issue.

6 Secondly, if we start delving into what we
7 determine to be problems on our airport, are we
8 opening -- because we're public and we have to
9 present everything -- we can't keep it quiet like
10 an NTSB board does, okay?

11 The two airplane accidents that I was on, it
12 was super top secret up until the commander
13 released the results, because rumors get out and
14 then things start flying.

15 If we start doing something and, for example,
16 we say we are very weak in this category, is that
17 going to open the airport up for a liability issue
18 of something that's already happened? Two big
19 issues.

20 Safety is critical and I am not -- Mr. Kreis,
21 I'm not saying we shouldn't do this, but every time
22 we do something as a board, we have to look at the
23 ramifications of what we do and how it's going to
24 affect other things.

25 So, those are -- so I'm all for a safety

1 committee, but I want more definition than just
2 inspecting the gates and this and that, because I
3 want assurances that no -- nothing in there will
4 ever comment about the aircraft accident that
5 sparked it, period.

6 MS. LUDLOW: Every hangar should have it.

7 CHAIRMAN MAGUIRE: Okay. That could be part
8 of the thing -- part of the safety issue, okay?

9 And I don't want rumors coming out because
10 people are talking about, well, the airport should
11 have done this and they didn't and suddenly a
12 lawyer gets the information and they start filing
13 lawsuits against the airport because a rumor got
14 started, okay?

15 This is -- if you're not in business,
16 sometimes you don't understand how deadly a rumor
17 is when something like this comes up, okay?
18 Comments, Ed?

19 MR. WUELLNER: I have plenty, but they're
20 inappropriate for this day. I have plenty but
21 they're inappropriate in this forum.

22 CHAIRMAN MAGUIRE: Okay. Doug --

23 MR. BURNETT: No, sir.

24 CHAIRMAN MAGUIRE: -- comment?

25 MR. BURNETT: No comment.

1 CHAIRMAN MAGUIRE: Okay. So I'm willing -- I
2 can --

3 BRUCE KREIS: Mr. Chairman, may I respond?
4 You mentioned something about SAAPA should do
5 something? Can I give you two seconds?

6 CHAIRMAN MAGUIRE: Okay. Step up to the --
7 well, what I'm going to do is, I'm going to direct
8 that you put together a plan in detail, and you
9 have that whole SAAPA organization to do so.

10 But don't -- don't address problems, address
11 issues like the gate. Don't say there's a problem
12 with the gate. Address security of the gate,
13 safety of the gate. Address safety in the hangars.
14 Make it very generic so it does not point a finger
15 into your organiz- -- in your plan or what you want
16 to do.

17 MS. LUDLOW: I agree. I think every hangar
18 should have steps --

19 CHAIRMAN MAGUIRE: That's okay.

20 MS. LUDLOW: -- when they see something, you
21 know, like Bruce said, every hangar -- and it
22 should be in every hangar. And I understand the
23 tower can -- what is there -- no tower's here
24 representative.

25 CHAIRMAN MAGUIRE: Yeah.

1 MS. LUDLOW: That they call 911. We need to
2 know their procedures. If -- if they call 911, do
3 they call Ed? Do they call who -- it all needs to
4 be documented enough to go in everybody's hangar
5 and on everybody's gate safety procedures.

6 MR. OLSON: I just want to interject that I
7 believe, and Ed can confirm this, that there are
8 regular safety exercises done --

9 CHAIRMAN MAGUIRE: At this airport.

10 MR. OLSON: -- at this airport. I'd just like
11 that stated. So there is a whole safety track now.

12 I think what Reba is suggesting is that this
13 committee work and look at whatever the safety plan
14 is and exercise to see how it can be strengthened,
15 is what I -- is the way I -- yeah.

16 CHAIRMAN MAGUIRE: And I hope so, but I'm very
17 cautious. We have to avoid the previous accident.
18 We cannot make any comments about that. We cannot
19 allow rumors to get out that this committee found
20 major default -- major faults with the safety
21 program and suddenly we become liable.

22 MR. OLSON: Right. So it's how it's framed.

23 CHAIRMAN MAGUIRE: It has to be framed --

24 MR. OLSON: Right.

25 CHAIRMAN MAGUIRE: -- correctly as to what --

1 we're reviewing the safety operations or the safety
2 procedures or the safety capabilities, okay, to a
3 way to look at and improve safety, but not focus on
4 blame or say this is bad or anything like that.
5 Does that make sense?

6 MS. LUDLOW: I'm just talking -- yes, but
7 everybody should have a document right in front of
8 them of what to do. That doesn't -- that's not
9 calling any names.

10 CHAIRMAN MAGUIRE: No, that's a good idea.

11 MS. LUDLOW: That's right. Everybody should
12 have that.

13 CHAIRMAN MAGUIRE: Yeah. I mean, every air --
14 everybody that flies an airplane at this airport
15 should have the ability to make a recommendation
16 for safety.

17 MS. LUDLOW: That's right.

18 CHAIRMAN MAGUIRE: And they should know safety
19 procedures. I agree with that.

20 MS. LUDLOW: Yeah, they should all have it
21 right in there front of them.

22 CHAIRMAN MAGUIRE: Okay. Further comment?

23 MR. TOPP: We could have the committee come to
24 one of our meetings and ask questions.

25 CHAIRMAN MAGUIRE: Okay.

1 MR. MIRGEAUX: I'll be at the next SAAPA
2 meeting in May, so I'm sure this is still going to
3 be an issue with them. But between now and then,
4 I'll -- I'll -- I'll be calling and we'll find out
5 what the next best steps are, whether that's, you
6 know, an immediate action card for every hangar
7 occupant that says, you know, here are the numbers
8 to call -- not just 911, but here's the number for
9 the tower, here's the number for Air FF --

10 MS. LUDLOW: Right.

11 MR. MIRGEAUX: -- here's the number for --

12 CHAIRMAN MAGUIRE: Okay. Well, you can talk
13 to him, but you can't talk to her --

14 MR. MIRGEAUX: I understand.

15 CHAIRMAN MAGUIRE: -- okay? Reba, you
16 understand that? Okay. So -- and you can talk to
17 the airport people, all right?

18 MS. LUDLOW: Right.

19 CHAIRMAN MAGUIRE: Any other questions?
20 Further comments from the board?

21 MS. LUDLOW: Board.

22 MR. MIRGEAUX: Wait. I have a comment.
23 Sorry.

24 CHAIRMAN MAGUIRE: Okay. I asked Reba, you're
25 right. I hadn't gone down the list. Robert, do

1 you have any further comments?

2 MR. OLSON: I had a long comment, but I'm
3 going to save it for the next meeting.

4 CHAIRMAN MAGUIRE: Okay.

5 MR. OLSON: I don't want it to mix up.

6 CHAIRMAN MAGUIRE: Okay. All right.

7 Suzanne's not here. Mr. Mirgeaux, do you have a
8 comment now?

9 MR. MIRGEAUX: Just I got an opportunity to
10 speak with Carol before she departed and I
11 understand she's moving on to not necessarily
12 better things, but maybe bigger things and --

13 MS. LUDLOW: Carol's leaving?

14 CHAIRMAN MAGUIRE: She's gone.

15 MR. MIRGEAUX: She reached out to -- she
16 called, she reached out to all the board members,
17 and that's why she's not here to do the legislative
18 update.

19 But I wanted to bring it up to Ed, if there's
20 like a going-away or appreciation or some type of
21 recognition that we could give her.

22 I know that she was instrumental in helping
23 spearhead the -- the last conference that we hosted
24 as well as getting our commercial aircraft partner
25 up and running here at the airport, which is a huge

1 boon to everybody here, not just the airport.

2 MR. WUELLNER: Like suggest a --

3 MR. MIRGEAUX: Suggestion is --

4 MR. WUELLNER: -- resolution or something like
5 that?

6 MR. MIRGEAUX: Yeah, just something in line
7 with, you know, her position description and just
8 going -- a certificate of appreciation, going-away
9 present or something. And if we want to read
10 something at the next meeting if you think it's
11 appropriate.

12 CHAIRMAN MAGUIRE: Okay.

13 MR. MIRGEAUX: That's it.

14 CHAIRMAN MAGUIRE: All right. I don't have
15 any comments, either.

16 MS. LUDLOW: Oh, I have one more. I know, but
17 this is important.

18 CHAIRMAN MAGUIRE: Go ahead.

19 MS. LUDLOW: Like who -- I mean, we didn't get
20 an airport tower report. And I know Carol has, you
21 know -- has most of it in her report and that's
22 wonderful, but -- but Greg Poole, who do you talk
23 to now? Who's head of the tower?

24 MR. WUELLNER: He's just temporarily in that
25 position.

1 MS. LUDLOW: Ed said something about Greg
2 Poole was going to be filling in.

3 MR. WUELLNER: He is filling in temporarily as
4 the tower manager in addition to his duties at
5 Craig.

6 MS. LUDLOW: Oh. So he's not on-site.

7 MR. WUELLNER: No, he's not. Not all the
8 time. I think he's here occasionally.

9 MS. LUDLOW: Okay. Can we still get a tour of
10 the tower?

11 MR. WUELLNER: I believe so.

12 MS. LUDLOW: Okay. I'm good. I just
13 wanted --

14 CHAIRMAN MAGUIRE: I wouldn't --

15 MS. LUDLOW: Safety --

16 CHAIRMAN MAGUIRE: -- mind a tour of the
17 tower.

18 MS. LUDLOW: Yeah.

19 CHAIRMAN MAGUIRE: Okay. Any other comments?

20 MS. LUDLOW: Thank you.

21 CHAIRMAN MAGUIRE: Adjourned.

22 MS. LUDLOW: Adjourned, Bruce. What were you
23 going to --

24 CHAIRMAN MAGUIRE: Oh, one last -- one last
25 thing. I adjourned, but board members, look at

1 your schedule of dates on the back and don't forget
2 them.

3 (Meeting adjourned at 5:43 p.m.)

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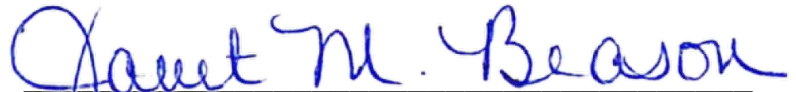
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REPORTER'S CERTIFICATE

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 11th day of April, 2022.



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

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