

ST. JOHNS AIRPORT AUTHORITY

Workshop

held in the Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Thursday, October 27, 2022

from 4:00 p.m. to 6:31 p.m.

* * * * *

BOARD MEMBERS PRESENT:

BRUCE MAGUIRE, Chairman
SUZANNE GREEN
JUSTIN MIRGEAUX
REBA LUDLOW
ROBERT OLSON

* * * * *

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. Time to start.

3 MS. LUDLOW: My -- oh, 4:00?

4 CHAIRMAN MAGUIRE: Okay. Bring this meeting
5 to order. Let the record show that we have a
6 quorum of three. We are -- did Suzanne call in?7 MR. WUELLNER: She will be here. She said she
8 would be, but she has to leave early, also.9 CHAIRMAN MAGUIRE: Okay. And then Justin
10 called in and said he's stuck in traffic, so he
11 will be here. So, we will get started and we're
12 going to turn it over to our workshop man.13 SESSION 1

14 MR. LUCETTE: Thank you, Mr. Chair.

15 CHAIRMAN MAGUIRE: Go ahead.

16 MR. LUCETTE: I don't think I need the -- to
17 speak in the mic.18 MR. HARVEY: Just make sure it's turned off,
19 then.

20 MR. LUCETTE: Okay. It's turned off.

21 Good evening, board members, airport staff.
22 Thank you for joining us for this first workshop
23 for the strategic -- to help build the strategic
24 business plan.

25 This is the first of three workshops that we

1 have planned for the strategic business plan
2 development, and today is really the beginning of
3 working with the board members to help them come
4 together around certain key aspects of what will be
5 in the end the -- the base for the development of
6 the strategic business plan.

7 We -- we have with us Michael Audino whom you
8 have not met yet. You have spoken to him over the
9 phone. And I'll let Michael introduce himself in a
10 little bit. And then Ryan Lenda and myself will be
11 assisting with taking notes and organizing the
12 information as we engage in discussions.

13 We have just a few slides to go over going
14 over the workshop objectives for today, talking
15 just a little bit about some of the -- again,
16 repeating the benefits of strategic planning for
17 the authority and then we'll turn it over to
18 Michael to start the discussion.

19 You should have an agenda in front of you. We
20 have divided the workshop into two sessions. The
21 first session is going to be about introducing the
22 workshop and discussing the mission. And the
23 second part of the workshop -- we'll take a quick
24 break, five to ten minutes, and the second part of
25 the workshop will be about the vision, defining a

1 vision or what will be potential visions for the
2 airport and the values to supplement that.

3 Again, this is -- I want to remind
4 everybody -- and, Mr. Chair, you said that last
5 time -- this is a board workshop. Ryan and I, our
6 participation will be limited in terms of input. I
7 think Michael is here to get information from the
8 board to help us build those -- those different
9 statements.

10 So, as I mentioned before, when you start
11 thinking about the mission, the vision, the values,
12 all of those elements when put together will help
13 us build the strategic business plan. And we're
14 building the strategic business plan to serve as a
15 decision-making tool for this board.

16 The intent is that in the end, the plan
17 reflects what the board sees as the potential
18 future for this airport. It needs to be
19 aspirational. It needs to be realistic as well.
20 So when we talk about the mission, the vision,
21 please keep that in mind.

22 So, three -- three key objectives today that
23 we want to talk about. We'll want to hear some
24 feedback from the board on what -- what supports a
25 vision, what can -- can create a vision for this

1 airport, what are some of the key elements that you
2 feel should be part of the vision for -- for the
3 authority.

4 We'll talk about the mission and we'll
5 identify the different elements of the mission that
6 will become the mission of the authority. And then
7 we'll discuss the values. The values are what will
8 define how you want the external world to see this
9 business or -- of this authority.

10 We've -- we've discussed in prior
11 presentations some of the benefits of strategic
12 planning, but I'll just -- I'll just highlight a
13 couple of key -- key benefits that we have noted on
14 the slide.

15 The first one is our goal through this series
16 of meetings and through the engagement with the
17 board is to build consensus. We want to --
18 eventually we want to get everyone's input and over
19 time through the meeting, through a cone process,
20 be able to build consensus within -- within the
21 board.

22 We also want to create this -- this strategic
23 plan is also to help communicate the mission, the
24 vision, and the values of the board. So this is a
25 tool for the board to communicate with the public

1 about the airport's and the authority's values.

2 And finally, the mission, the vision as I
3 mention, they need to be aspirational. And it's
4 also an opportunity for the board to explore -- to
5 explore certain direction that you may not have
6 explored without having this conversation.

7 At the end of the day, the airport staff will
8 need some guidance when it comes to what -- what
9 new initiatives could we -- could we be exploring.
10 And we hope that as part of the discussion on the
11 vision, what is -- what is something that the
12 authority would like to explore? Where do you see
13 yourself 15, 20 years out? We hope that we can
14 hear from the board --

15 (Ms. Green joins the meeting.)

16 MR. LUCETTE: -- where you think this -- this
17 whole strategic plan can be going for the
18 initiatives. Before I turn it over to Michael
19 Audino, any questions about tonight's workshop?

20 (None.)

21 MR. LUCETTE: Michael --

22 MR. AUDINO: All right.

23 MR. LUCETTE: -- all yours.

24 MR. AUDINO: Thank you, Remy. And thanks to
25 all of you for making the time to be here this

1 evening.

2 I know I've spoken with four or five of you --
3 four of the five of you, and I won't be redundant
4 in telling you where I come from and my background,
5 but suffice it to say I've worked with Remy and
6 Ryan and the Ricondo team on a number of different
7 projects.

8 I have some direct airport experience as a
9 marketing director and spent a few years
10 spearheading aviation programs for the Iowa
11 Department of Transportation. And I currently
12 spend a little bit of time in South Florida's
13 transportation research center down in Tampa. So
14 that's the 30-second overview of yours truly.

15 I want to start by just summarizing what my
16 role is and what I think your role is. Pretty
17 fundamental from a facilitator's point of view. As
18 Remy said, it's not my job -- it's not our job
19 tonight to be imparting our knowledge and wisdom,
20 if we even have any, on you. This is about you
21 sharing with us and with each other your thoughts,
22 your ideas.

23 And so, my role then is to facilitate, make
24 that easier to happen, keep you on task, keep you
25 on time, manage the conflict, encourage the fair

1 participation. And by that, I mean I don't know
2 how you-all work; I don't know you as individuals,
3 other than brief phone conversations.

4 There's a tendency in any group for some
5 people to dominate conversation. There's a
6 tendency for some people to be shy and recluse.
7 And my job is try and be kind and generous and
8 curtail those who like to dominate and hopefully
9 pull out information from those who tend to be a
10 little bit quiet. So just get that out there on
11 the front end.

12 If there's conflict, that's a good thing,
13 because out of conflict can come great ideas and
14 great opportunities. And so, part of my role is to
15 manage that and identify where there is indeed
16 agreement on issues.

17 And then lastly, I sort of try to make a joke
18 about it, but to the extent that I, Remy, and Ryan
19 can offer perspective from our real world
20 experience working with airports, we're in a
21 position to do that as well. So that's -- that's
22 my role this evening.

23 But like I said, this is all about you for the
24 most part. And so, what are your roles this
25 evening? It's to participate actively. And by

1 that, I mean please be candid, be direct, be
2 honest. If you have an idea, please share it. It
3 does no one any good if you walk out of here
4 tonight saying, you know, I wanted to talk about X
5 but I didn't. So don't -- don't have that regret
6 when you leave us this evening.

7 Acknowledge, respect, and appreciate --
8 appreciate each other. I -- I've never been with
9 you before. I'm assuming you do that in all of
10 your meetings, but it's just a reminder that, you
11 know, we're all humans, we're all sensitive, we all
12 have feelings, and let's respect all of those as we
13 move forward tonight.

14 Listening actively. And you say what do you
15 mean by that? And I say what I mean by that is
16 please think about what is being said instead of
17 formulating something that you want to say, which
18 is obviously more important than what the other
19 speaker is saying, right?

20 Even at this moment I've got to believe some
21 of you are already -- they're not listening to me,
22 they're thinking about, you know, something else,
23 right? So to the -- it's hard work to listen
24 actively, but please try to do that.

25 And then lastly, and I think Ryan mentioned

1 this the other day when we had our committee
2 meeting, let's have some fun with. You know,
3 life's too short, dare I say? And I'd say most of
4 life should be -- all of life should be fun, right?
5 It's important and it's fun. So my role, your
6 role, any questions on any of that?

7 (None.)

8 MR. AUDINO: Can you live with all that?
9 Okay.

10 CHAIRMAN MAGUIRE: Uh-huh.

11 MR. AUDINO: So, I went the wrong direction.
12 Let me turn it right side up. There we go.

13 So, in the conversations that I had with you,
14 one of the initial questions I asked was just share
15 with me your general observations about the
16 authority. And most of you said, Well, what do you
17 mean by that? And I said, Well, you tell me what I
18 mean by that. From a governance perspective, from
19 an operational speak, from a futuristic
20 perspective, from a day-to-day, I don't care, what
21 are your general observations?

22 What you see on that screen are individual
23 responses. Are you all able to read? There's
24 another screen back there, too, if this one's a
25 little challenging to read. None of these are

1 right. None of these are wrong. None of these are
2 better than any of the others. These are just
3 responses that I heard from you folks.

4 And to get us -- to get us started, what I'd
5 like you to do is to take a moment and read those
6 to yourself and then think about what you're
7 reading and see is there any theme or are there any
8 themes percolating through these various responses?

9 Can you do that? Just take -- just take a
10 minute and read them, think about what you're
11 reading. See if there's any connections between
12 the two and any -- any themes. This is -- this is
13 what your observations are regarding your current
14 situation.

15 CHAIRMAN MAGUIRE: Is this what you received
16 over the telephone?

17 MR. AUDINO: Correct.

18 MS. LUDLOW: Can I add something?

19 MR. AUDINO: Sure. What do you want to add?
20 I can't get it on the screen, Reba, but if you've
21 got something you want to add --

22 CHAIRMAN MAGUIRE: Yeah, open discussion, so
23 if you have something, say it.

24 MS. LUDLOW: Okay. Well, the reason I said
25 that is because I'm the only one he didn't get to

1 talk to.

2 CHAIRMAN MAGUIRE: Oh.

3 MR. AUDINO: Correct.

4 MS. LUDLOW: So none of my thoughts --

5 CHAIRMAN MAGUIRE: Now, that does not mean you
6 can talk more, okay?

7 MS. LUDLOW: None of my thoughts are on here,
8 so I kind of would like to bring up some of my
9 thought after everybody gets through --

10 MR. AUDINO: Well, do you have one general
11 observation of the authority right now you want to
12 share with us?

13 MS. LUDLOW: Sure. I would like to see us
14 more involved in the heritage, the architecture of
15 our heritage. I would like to see us more involved
16 in the arts and art exhibits and using -- you know,
17 starting -- like, okay, this is bad. I should have
18 thought first.

19 Like having art exhibits in -- in the terminal
20 and in the conference center, in the lobby, in the
21 restaurant. We should have things that invite the
22 community out to the airport. We should be
23 involved in Nights of Lights and have
24 transportation out to the airport. We should be
25 involved in more of the downtown -- the heritage of

1 St. Augustine.

2 MR. AUDINO: Okay. Okay. So as I'm
3 listening, you've got some very specific things
4 you'd like to see happen, but in a -- in a broader
5 context, it's more connectivity of the community to
6 the airport and the airport to the community in
7 various aspects of the community.

8 MS. LUDLOW: Yes.

9 MR. AUDINO: Is that a fair way of framing
10 that?

11 MS. LUDLOW: Yes.

12 MR. AUDINO: Okay. So -- yes, sir?

13 MR. OLSON: I was just going to say -- were
14 you done at this point?

15 MS. LUDLOW: Yes.

16 MR. OLSON: Okay.

17 MR. AUDINO: Reba's done at this point.

18 MR. OLSON: There are a couple of those boxes
19 or those balloons that connect or refer to the
20 growth of the airport or the growth of the region,
21 and I think the thought I have in seeing those
22 boxes is this airport is serving a growing region,
23 a rapidly growing region, a region that has I think
24 doubled in population in the last 15 to 17 years,
25 and the airport has the mission -- has to have the

1 mission of serving and reflecting that regional
2 growth.

3 So -- and so, presumably, if the airport
4 serves a region that's doubled in size in 17 years,
5 that means that whatever services or accommodation
6 or support this airport does for that really has to
7 proportionately expand presumably to do that.

8 MR. AUDINO: Okay. Thank you.

9 CHAIRMAN MAGUIRE: I'll --

10 MR. AUDINO: Are there other responses to what
11 you're saying in the -- on the screen?

12 CHAIRMAN MAGUIRE: Well, getting back to what
13 Reba said, I agree. The airport -- to me, the
14 airport services the entire county. We need to be
15 more involved in the community.

16 MR. AUDINO: Okay.

17 CHAIRMAN MAGUIRE: The problem with the
18 city -- I agree with what Reba said. The problem
19 with the city, the city doesn't really -- it's
20 almost like they don't want us to be involved. I
21 talked to the city once about moving some of their
22 events out here and it was like dead in the water.

23 So I'm -- I guess my point is, we can reach
24 out to them, we should reach out to them, but the
25 real issue is if they don't respond back, you

1 know --

2 MR. AUDINO: Right.

3 CHAIRMAN MAGUIRE: -- to me, that's the issue,
4 is getting them to respond.

5 MR. OLSON: Could I ask our chair a couple of
6 questions?

7 MR. AUDINO: Sure.

8 CHAIRMAN MAGUIRE: Sure.

9 MR. OLSON: Do you think that -- I mean, is
10 anything you just said connected to the fact that
11 the airport has dropped the name "St. Augustine"
12 from its official name?

13 CHAIRMAN MAGUIRE: No. No.

14 MS. GREEN: I think it's more that we're not
15 serving the population which is commercial service,
16 more things for the normal citizen and not just
17 those that have planes -- which we need to serve
18 those, too, there's not a question.

19 CHAIRMAN MAGUIRE: When I was a county
20 commissioner in 2002-2006, I was the representative
21 from the commission to the airport. That's when we
22 had a very young executive director who had just
23 recently been hired --

24 MR. AUDINO: Who was that?

25 CHAIRMAN MAGUIRE: -- back then.

1 MS. GREEN: He really was young.

2 MS. LUDLOW: And dark hair.

3 CHAIRMAN MAGUIRE: At that point, the board
4 was made up of pilots. The primary activity --

5 MS. GREEN: Exactly.

6 CHAIRMAN MAGUIRE: -- except for -- yeah, the
7 primary activity was general aviation which at that
8 time was reasonable.

9 Downtown St. Augustine still today looks at
10 this airport as a private club. It does not see
11 this airport as any type of contributing factor to
12 the community.

13 There are isolated people that do come out
14 here, so -- Mark Bailey's one. We have -- that
15 comes out here and does things. So we have some
16 organizations that come out here, but the community
17 as a whole looks at us as something else.

18 MR. OLSON: Hence the need to outreach.

19 CHAIRMAN MAGUIRE: The need to outreach.

20 MR. OLSON: Okay.

21 MS. GREEN: And that's why what Reba said has
22 some meaning to it, as to hanging artwork or
23 whatever, but the restaurant has helped
24 tremendously.

25 CHAIRMAN MAGUIRE: Yes.

1 MS. GREEN: Hangar One has. We get people out
2 here from Palencia coming here, from St. Augustine
3 coming here just for the -- and people flying in
4 just for --

5 MR. AUDINO: And that's reflected up here in
6 one of those --

7 MS. GREEN: That was mine.

8 MR. AUDINO: -- little boxes. I think --

9 MS. GREEN: Right.

10 MR. AUDINO: -- that was yours.

11 CHAIRMAN MAGUIRE: And if you've been up and
12 down U.S. 1 recently, I know you come down, the
13 growth is magnifying even faster than the last 17
14 years.

15 (Mr. Mirgeaux joins the meeting.)

16 MR. AUDINO: Well, I know that the Ricondo
17 team, Remy and Ryan, will be convening a series of
18 stakeholder groups to capture more input from
19 customer base, and I think those inputs might shed
20 some light on the point that you're making there,
21 Bruce, too. May be reach -- I'm not disputing what
22 you're saying, I'm just saying that --

23 CHAIRMAN MAGUIRE: Yeah.

24 MR. AUDINO: -- reaching out to the customers
25 and finding out what they really think.

1 CHAIRMAN MAGUIRE: Let me say something. Did
2 you make note that we now have a full board?

3 COURT REPORTER: Yes.

4 CHAIRMAN MAGUIRE: Okay.

5 MR. AUDINO: Okay. So instead of going back
6 to what I was going to have to do, we're already in
7 the conversation, I'll just give you my two cents'
8 worth on this. As I look at those, the themes that
9 I came away with: Positivity and opportunity.

10 In general what I saw there as I look at all
11 of those things, there's some cool things, whether
12 it's the restaurant or others, and the
13 opportunities for self-education, opportunities for
14 growth, opportunities for outreach, right? So I'll
15 just -- just to kind of get the conversation
16 flowing with that.

17 So, another thing I want to mention, I know
18 several of you are on a tight schedule here, so
19 we're going to just move forward as fast as we can,
20 but not short-changing the process, but to keep
21 moving us forward.

22 As Remy said, so we're going to focus on three
23 elements tonight: Your mission, your vision, and
24 the values by which you want to be known and by
25 which you will make decisions and by which you will

1 live and operate, okay?

2 Your mission answers three fundamental
3 questions: What do you do? Why do you do it? And
4 for whom do you do it or whom do you serve? Right?
5 And so I want to speak a little bit about -- I want
6 you to speak a little bit about that.

7 We have a representative mission statement
8 from the Boca Raton Airport to give you an example.
9 But when you think about what you do, and this was
10 a question we each chatted about I believe when we
11 had the conversation, so what do you do? Well,
12 here are some of your responses.

13 You implement policy, you operate the airport,
14 you serve the needs of the users, and you manage
15 and oversee operations. I mean, that's -- that's
16 what the authority does, right?

17 So if you're -- I don't know, you're having
18 dinner some Sunday at a restaurant and somebody
19 comes up to you and start -- or elevator
20 conversation, right? And somebody says, So what's
21 the airport do? What's the authority do? How do
22 you answer that? Is it different than what's up
23 here? No? So that's reflective of what you do,
24 correct? Okay.

25 MS. LUDLOW: Yes.

1 MR. AUDINO: Yes?

2 MS. LUDLOW: You don't have interacting with
3 the city. What do we do? Implement policy,
4 operate airport, serve needs, manage and oversee
5 operations.

6 MR. AUDINO: Right.

7 MS. LUDLOW: And so, we need to implement some
8 community activities.

9 MR. AUDINO: Okay. Implement community
10 activities, we can add that to that list as well.

11 MS. LUDLOW: I mean, this is all --

12 MR. AUDINO: And sometimes, Reba, you get in
13 that situation is it -- is that what you do or is
14 that how you do one of these other things, right?
15 There's that -- but we'll add that to the list for
16 you to think a little bit more about. So does that
17 accurately reflect what you do?

18 CHAIRMAN MAGUIRE: What the Boca Raton?

19 MR. AUDINO: No. You implement policy, you
20 operate an airport --

21 CHAIRMAN MAGUIRE: Uh-huh.

22 MR. AUDINO: -- you serve the needs of users
23 and you manage and oversee operations.

24 MS. GREEN: We're also activity involved --
25 because we have a unique here -- I'm not sure Boca

1 has it, but our St. Augustine High School has an
2 Aerospace Academy.

3 MR. AUDINO: Okay.

4 MS. GREEN: In St. Johns County, most every
5 high school has academies that focus on different
6 things, and St. Augustine is aerospace.

7 I've been on the aerospace board, Reba's been
8 on it, and we actively do that educational part and
9 help assist these kids going to Embry-Riddle or
10 whatever. So that's working with the constituents,
11 but still it's something we do with education, and
12 we try and stay out there to help the academies as
13 well.

14 So that's -- I'm not sure where you would put
15 that because it's not policy, it's not operating
16 the air -- airport, it's not a user, and it's not
17 operations.

18 MR. AUDINO: Okay.

19 MS. GREEN: So it's kind of a whole different
20 category unto itself.

21 MR. AUDINO: Any ideas how would you phrase
22 that?

23 MR. LENDA: Support education?

24 MR. WUELLNER: Well, I think it fits under
25 users. I mean, if I were --

1 MS. GREEN: You would call those same -- the
2 high school a user?

3 MR. WUELLNER: I think when you broaden the
4 definition.

5 MS. GREEN: If you broaden the definition,
6 yeah.

7 MR. AUDINO: Yeah.

8 MS. GREEN: Because I also have a message
9 from -- this is maybe not for tonight, but for the
10 next one about the stakeholders.

11 MR. AUDINO: Okay.

12 MS. GREEN: The -- the Visitors & Convention
13 Bureau wants to be added as one of our stakeholders
14 in the next development --

15 MR. AUDINO: That's good.

16 MS. GREEN: -- because they bring the tourism.
17 That's what we do --

18 MR. OLSON: Yeah, I think they are already on
19 the list.

20 MR. LENDA: They are, yes.

21 MS. GREEN: Are they?

22 MR. LENDA: Yes.

23 MS. GREEN: Because I got a message from
24 the -- one of them --

25 MR. OLSON: Really?

1 MS. GREEN: -- that wanted to be added, make
2 sure that they were included in the group.

3 MR. LENDA: That's good.

4 MR. OLSON: Absolutely.

5 MR. AUDINO: Well, I think -- I want to make
6 sure we capture the educational connectivity there.
7 I think perhaps it is -- it is part of one of these
8 up there, but, you know, let's not -- let's not
9 lose sight of it, right?

10 MR. LUCETTE: Michael --

11 MR. AUDINO: Yes.

12 MR. LUCETTE: -- is the education involvement
13 considered part of a community activity or is that
14 something separate that is something you -- you
15 intend on continuing to do as like part of your
16 board duties almost?

17 MS. GREEN: I think it's more of a board duty.
18 I'm not sure it's community activity because it's
19 not everybody; it's just these children or kids --
20 they're not children -- these young adults that are
21 in the Aerospace Academy.

22 So they do internships here. We go to their
23 meetings. We bring in speakers for them so they
24 can be educated in different types of aviation.
25 It's not just being a pilot; it's being a mechanic.

1 It's anything like that. So they see all their
2 options. So it's definitely more focused on the
3 education part.

4 MR. AUDINO: So you help educate and it --
5 it's an advocacy role as well --

6 MS. GREEN: Uh-huh.

7 MR. AUDINO: -- or aspect of that? Okay.

8 MR. WUELLNER: I would -- if I could offer a
9 comment.

10 I think you're on the wrong side of -- on
11 number -- I say numbers -- first and fourth,
12 they're actually in policy development, not
13 implementation.

14 MS. GREEN: Oh, okay.

15 MR. AUDINO: Okay.

16 MR. WUELLNER: And they're not in the
17 management and oversee of operations side.
18 That's --

19 MS. GREEN: That's you guys.

20 MR. WUELLNER: That's done by policy.

21 MR. AUDINO: Okay. Okay. I appreciate that.

22 MR. WUELLNER: So it's in -- it's in their
23 role, it's just not what --

24 MR. AUDINO: Right.

25 MR. WUELLNER: -- they're --

1 MS. LUDLOW: Okay. So --

2 MR. AUDINO: So it's policy -- it's develop
3 policy, not implement?

4 MR. WUELLNER: Correct.

5 MR. AUDINO: And then as far as it's neither
6 managed nor oversee, it's --

7 MR. WUELLNER: Well, the policy directs the
8 management on --

9 MR. AUDINO: Yeah, yeah. Okay. So what you
10 do then is you develop policy, you operate the
11 airport, and you serve the needs of users, and
12 maybe an education advocacy element there as well?
13 Is that --

14 MR. OLSON: Yeah, I'd like to just -- I'm
15 sorry I interrupted you, I guess, but there's a
16 distinction I think between this airport and most
17 other airports that's out there in that this
18 airport and most all airports' governing
19 organization operate an airport and most of them
20 are also in the business of managing a real estate
21 portfolio. Some of it is -- most of -- a lot of
22 the airports, it's industries related to activity
23 at the airport.

24 But this author- -- this airport authority has
25 these full governmental powers that cause it to

1 have another very important role that a lot of
2 other airport authorities that are -- don't -- that
3 have parent governments that empower them don't
4 have. And so, that's a very important part of the
5 mission of this authority, is to be a governmental
6 entity unto itself.

7 MR. AUDINO: You -- I think it was when you
8 and I spoke, Robert --

9 MR. OLSON: Yes.

10 MR. AUDINO: -- you referenced the eminent
11 domain powers and the taxation powers.

12 MR. OLSON: Yes.

13 MR. AUDINO: Is that what you're referring to?

14 MR. OLSON: Yes. And the fact that the board,
15 the elected board, is answerable directly to the
16 voters rather than a general purpose parent
17 government.

18 MR. AUDINO: So at the risk -- at the risk of
19 sounding flippant, do you think -- so again, if
20 you're having a conversation with somebody and they
21 say, So what does the Authority do? Would that,
22 what you just mentioned there, the unique powers
23 that this authority has, do you think that would
24 come up in the conversation?

25 MR. OLSON: Well, I --

1 MR. AUDINO: Is that -- is that part --
2 essential to what you do?

3 MR. OLSON: I think it's really important to
4 understand what the authority's responsibility
5 is --

6 MR. AUDINO: Right.

7 MR. OLSON: -- because it's a much greater
8 responsibility and has its own account of --
9 accountability responsibilities at a level that
10 other government authorities, most of them don't
11 have.

12 MS. GREEN: With -- Robert, with the very
13 general what you're saying, I had someone ask me
14 about, well, your millage rate, you have to get it
15 passed by the commission if you want to do
16 something. No, we don't because we are -- we are
17 not a governmental -- we don't have to answer to
18 the commission. The authority can do -- set the
19 rates what they want.

20 MR. OLSON: Yeah.

21 MS. GREEN: That's kind of what you're saying.

22 MR. OLSON: Yeah.

23 MS. GREEN: We have much more
24 responsibility --

25 MR. OLSON: Yeah, absolutely.

1 MS. GREEN: -- than most other airports.

2 MR. AUDINO: And I -- it goes back to what I
3 said about those -- that first slide where it had
4 the various components or the various statements up
5 there on the screen and I said opportunity, right?

6 That's -- I envision that that power of
7 eminent domain and that power of taxation being
8 wonderful tools for you to utilize to help
9 accomplish some of these things. That's just one
10 man's take on it.

11 MR. OLSON: Well...

12 MR. AUDINO: Oh, okay. Possible.

13 MR. OLSON: Yeah.

14 MR. AUDINO: Okay.

15 MR. WUELLNER: Well, I wonder if you don't
16 want to -- you know, your charter has an additional
17 provision there -- we actually have two, one of
18 which is the operation of multimodal facilities.

19 MS. GREEN: Uh-huh.

20 MR. WUELLNER: So you may want to broaden that
21 beyond just airport. And you do have that
22 education component that is spoken to in your
23 charter.

24 MR. AUDINO: Well now, that raises an
25 interesting question in my mind, anyway. So you

1 mention this charter. Does the charter specify?
2 Does the charter have a mission? I've not seen the
3 charter, I don't know what's in it, but you're --
4 you've already integrated a couple of --

5 MR. WUELLNER: I think it has a short
6 preamble, more of a bill descriptor than it is a --

7 MR. AUDINO: Anybody have that memorized?

8 MR. WUELLNER: Yeah, no.

9 MR. AUDINO: Just kidding.

10 MS. LUDLOW: That would be Bob.

11 MR. AUDINO: But I'm serious. If you have a
12 document that already spells this out, but I don't
13 know.

14 MR. OLSON: It wasn't -- I couldn't -- I tried
15 to get it from from somewhere when I came on the
16 board, just to understand exactly what you two are
17 talking about right now, but the best I could do is
18 find the campaign, the local campaign to have the
19 voters of the county vote to create this
20 independent airport authority. And it had a bunch
21 of purposes, but most of them were economic
22 development. One was, you know, grow our airport,
23 but yet most of them economic development.

24 MR. AUDINO: Okay. Okay. I was just curious.

25 MR. WUELLNER: I'm not sure that the --

1 MR. OLSON: I mean, as far as the mission.

2 MR. AUDINO: Yeah, what's the purpose of this?

3 MR. OLSON: Yeah, at the time the airport
4 was -- authority was created, a predecessor to
5 Northrop Grumman, which was -- what's the name of
6 the company that was -- predated Northrop Grumman?
7 Fairchild.

8 MS. GREEN: Fairchild.

9 MR. OLSON: Fairchild was a aircraft company
10 that was located here and needed a bunch of
11 infrastructure that the City of St. Augustine
12 didn't want to directly finance, so they gave the
13 powers of bonding and the other powers to this new
14 airport authority.

15 Because St. Augustine was a small little town.
16 I mean, it's only 15,000 people now, but it was,
17 you know, a small little town that suddenly had
18 this responsibility of creating the infrastructure
19 and the site to have this new entity.

20 MR. AUDINO: So as I'm listening, the -- what
21 you do, create the infrastructure and the facility,
22 why do you do that? You're kind of answering that
23 already. It's to promote, encourage, facilitate
24 economic growth and development or -- I mean, I'm
25 not sure again what's in the charter, but if I'm

1 hearing you correctly, you're saying that charter
2 spoke to the why you do it.

3 MR. OLSON: Yeah, but that was back in mid
4 20th century that that happened.

5 MR. AUDINO: So -- so why do you do what you
6 do? Well, here's some responses we got from you
7 guys. Respond to cust- --

8 CHAIRMAN MAGUIRE: Let me go back a little
9 bit, okay?

10 MR. AUDINO: Okay. Sure. I'm here.

11 CHAIRMAN MAGUIRE: I'm listening to everybody
12 talk and I think maybe I'm looking too deep into
13 this. Are you talking about the authority or the
14 airport? Because they're two different entities,
15 okay?

16 MS. GREEN: That's why the implement policy --

17 MR. AUDINO: Right.

18 MS. GREEN: -- distinction had --

19 CHAIRMAN MAGUIRE: The Boca Raton Authority, I
20 hate to be critical, but that -- that's a horrible
21 mission statement.

22 MR. OLSON: It is too long.

23 MR. AUDINO: It's not the best, even though we
24 were involved with it.

25 CHAIRMAN MAGUIRE: It's horrible.

1 MR. AUDINO: It's not the best.

2 CHAIRMAN MAGUIRE: Firstly, it's grammatically
3 incorrect. Secondly, it's a run -- it's a run-on
4 sentence. And in the military, we called it
5 glorified verbiage because it doesn't do anything
6 at all explaining what they do.

7 But the real issue is if we're an authority,
8 we do one thing. The airport does something else.
9 And you can't confuse the two. If we're talking
10 about what does the airport do, the airport doesn't
11 run an academic program; the authority does. So
12 what are we really talking about?

13 MR. AUDINO: You tell me.

14 CHAIRMAN MAGUIRE: Okay.

15 MS. LUDLOW: So is this a mission statement of
16 the authority or the airport?

17 MR. WUELLNER: Yeah.

18 CHAIRMAN MAGUIRE: Do what?

19 MS. LUDLOW: Is that a mission statement of
20 the authority or the airport?

21 MS. GREEN: They're kind of blurred.

22 CHAIRMAN MAGUIRE: Well, yeah, because to me,
23 the -- the authority is, and go back to military,
24 the military's simple mission statement was "Take
25 the hill."

1 MR. AUDINO: Okay.

2 CHAIRMAN MAGUIRE: Okay?

3 MR. AUDINO: Yeah, right.

4 CHAIRMAN MAGUIRE: It didn't say, We are
5 dedicated to embracing the concept of core values
6 and take that hill.

7 MR. AUDINO: Take the hill.

8 CHAIRMAN MAGUIRE: Okay. So just take the
9 hill, okay?

10 MR. AUDINO: That's fair.

11 CHAIRMAN MAGUIRE: And then it talked a little
12 bit about how to take the hill using ground troops,
13 air coverage, stuff like that.

14 So in this case, what do we do? We provide
15 the guidance, we create the policy, we develop
16 things, we oversee management by the executive
17 director and staff, stuff like that.

18 MR. AUDINO: Okay.

19 CHAIRMAN MAGUIRE: All of those things are
20 what we do as an authority --

21 MR. AUDINO: Okay.

22 CHAIRMAN MAGUIRE: -- okay? The airport --
23 and we ensure that the airport contributes to the
24 community. The whole reason we're here is to
25 contribute to the community, okay? So then the

1 airport would -- would provide -- would have the
2 facilities and stuff like that.

3 MR. AUDINO: So, is it clear in everybody's
4 mind why we're here?

5 CHAIRMAN MAGUIRE: No.

6 MR. AUDINO: No?

7 CHAIRMAN MAGUIRE: I don't think so. We have
8 differing opinions in here. Maybe they're clear in
9 their own mind, but I think we have different
10 opinions --

11 MR. AUDINO: Is there collective clarity here?

12 CHAIRMAN MAGUIRE: -- that we can consolidate.

13 I think -- I definitely agree with Bob. With
14 economic development, the county is getting bigger.
15 The responsibilities -- to me, the responsibilities
16 of the Airport Authority and the airport to
17 contribute to the economic vitality of the -- to
18 the county and the community is expanding beyond
19 what we are.

20 MR. AUDINO: So developing policy is an
21 authority role, is that correct?

22 MS. GREEN: Uh-huh.

23 MR. AUDINO: Serving the needs of the users,
24 yes or no, to an authority responsibility? Would
25 it --

1 MS. GREEN: Yeah, I think that's more airport
2 with the leases and users.

3 MR. AUDINO: Okay.

4 MS. GREEN: That's a hands-on --

5 MR. AUDINO: Right.

6 MS. GREEN: -- almost day-to-day situation.

7 MR. AUDINO: Right. So you -- you develop
8 policy.

9 MR. LENDA: My chicken scratch. Sorry.

10 MR. AUDINO: No, that's all right.

11 CHAIRMAN MAGUIRE: But why? Why do we develop
12 policy?

13 MR. AUDINO: Well, here it says to promote
14 economic development.

15 CHAIRMAN MAGUIRE: Economic development, okay.

16 MR. AUDINO: And I would say, well, based on
17 some of these statements up here or responses,
18 deals with the operations of the airport to ensure
19 that the --

20 CHAIRMAN MAGUIRE: Okay. Now, the next
21 question is, Reba has an airplane. She doesn't
22 lease it. She doesn't generate revenue off of it.
23 If we provide facilities for general aviation where
24 revenue economic development is not an issue, how
25 can we verbalize that?

1 So it's more than just economic. It's really
2 this -- in my mind, this big elephant of community
3 support, and that goes across the economic area,
4 private aviation, education, the whole gamut of
5 that.

6 MR. AUDINO: So when you and you were chatting
7 on the phone, I made a note here, looking at my
8 notes --

9 CHAIRMAN MAGUIRE: Yes.

10 MR. AUDINO: -- from a couple of weeks ago,
11 and as we were chatting about this concept, you
12 made a statement -- I'm paraphrasing, so I'm not
13 saying it's verbatim, but the mission basically is
14 to provide the necessary infrastructure --
15 infrastructure and services that support and
16 benefit the community --

17 CHAIRMAN MAGUIRE: Correct.

18 MR. AUDINO: -- is basically what you said.

19 CHAIRMAN MAGUIRE: Yeah. And that's an
20 umbrella statement.

21 MR. AUDINO: Right.

22 CHAIRMAN MAGUIRE: But then you need to get
23 into the more -- and like this statement, it tries
24 to -- it says promote -- promoting safety
25 efficiency, environmental excellence. You can have

1 that as like a sub-statement of the mission, but
2 the mission is still the same.

3 MR. AUDINO: So, taking again my paraphrasing
4 of your comments, so what you do, you ensure the
5 provision of -- of infrastructure and services.
6 Why do you do that? To support the -- the economic
7 growth. For whom? The entire community. I mean,
8 that answers those three fundamental questions.

9 CHAIRMAN MAGUIRE: But remember it's more than
10 economic, more than economic growth --

11 MR. AUDINO: Okay.

12 CHAIRMAN MAGUIRE: -- okay?

13 MR. AUDINO: What else is it?

14 CHAIRMAN MAGUIRE: Do you make money off your
15 airplane?

16 MS. LUDLOW: Nope.

17 CHAIRMAN MAGUIRE: No. So how can we provide
18 her support and services if she's not an economic
19 picture? So we provide community support in the
20 areas of economic growth, private -- and I don't
21 know how you say the private enjoyment of flying,
22 education, to encourage --

23 MR. AUDINO: So you're serving the entire
24 community, right?

25 CHAIRMAN MAGUIRE: Correct.

1 MR. AUDINO: Whether I own a plane, fly a
2 plane --

3 CHAIRMAN MAGUIRE: Correct.

4 MR. AUDINO: -- don't care at all about the
5 airport, you still -- still do it for me. I'm a
6 resident.

7 CHAIRMAN MAGUIRE: Yeah.

8 MR. AUDINO: Fair statement?

9 CHAIRMAN MAGUIRE: Yeah. And if I own a
10 business like out here at the World Golf Village,
11 if I own a business, I might use the airport to
12 bring in support --

13 MR. AUDINO: Right.

14 CHAIRMAN MAGUIRE: -- you know, parts,
15 supplies --

16 MR. AUDINO: Correct.

17 CHAIRMAN MAGUIRE: -- make shipments out.

18 MR. AUDINO: You fly corporate folks in to
19 visit your facility, right?

20 MR. OLSON: And listening to what you just
21 said, it seems like our focus should be on a --
22 managing, growing, advancing a wonderful airport.
23 And economic development is a by-product of that.
24 Providing services to the air-related businesses
25 and users is another part of it. But what this

1 authority's doing broadly is creating a wonderful
2 airport. And again, the by-products are economic
3 development and --

4 CHAIRMAN MAGUIRE: Uh-huh.

5 MR. OLSON: -- services to -- and education
6 and all of that.

7 CHAIRMAN MAGUIRE: Yeah.

8 MR. OLSON: So that's why when we started
9 this, you were saying -- I was confused by having
10 the authority be the thing that we're creating a
11 mission for and looking at operations rather than
12 an airport, because I think if the -- if we are
13 focused on what needs to happen, what activities,
14 what priorities need to be pursued, how our
15 capacity needs to be enhanced to do that, it's all
16 built on creating this fabulous airport that grows
17 with our region and has all the benefits to the
18 region of -- of economic development services.

19 MR. AUDINO: So my perspective on things, and
20 correct me if you see it differently, is that
21 you-all, you craft the strategic plan, right? And
22 the components of that will include specific action
23 items. Fair statement?

24 MS. LUDLOW: The authority.

25 MR. AUDINO: Then it's Ed and the team's

1 responsibility to execute the direction and the
2 specifics that you've agreed to. Am I correct?

3 MR. OLSON: Yeah.

4 MR. AUDINO: Do you guys see it the same way?

5 Okay. Okay. So, I mean, I think we're
6 probably a little bit closer than you might
7 realize. So the -- you said the economic
8 development and the people like Reba, those are
9 by-products?

10 CHAIRMAN MAGUIRE: Well, it's a social issue
11 that's not necessarily economic, okay?

12 MR. AUDINO: So your benefits to the community
13 are comprehensive.

14 CHAIRMAN MAGUIRE: You -- you improve the
15 quality of life in the community.

16 MR. AUDINO: Okay. That's why you're doing
17 it, right? You're improving the quality of life.
18 For whom are you doing it? For every resident of
19 St. Johns County.

20 CHAIRMAN MAGUIRE: Every resident and every
21 business.

22 MR. AUDINO: Everybody.

23 CHAIRMAN MAGUIRE: Everybody.

24 MR. AUDINO: Okay.

25 CHAIRMAN MAGUIRE: Do you agree with that,

1 Bob?

2 MR. OLSON: Yeah.

3 MR. AUDINO: Reba, what do you think?

4 MS. LUDLOW: Yes, I definitely think that
5 should be in there because it isn't only a
6 mechanical function; it's -- what we're doing is a
7 community function here.

8 MR. AUDINO: Right. Right. I know I shared
9 this with one of you in the conversation, that back
10 to my days of spearheading aviation programs for
11 the State of Iowa -- there's a lot of small towns
12 in Iowa.

13 Shenandoah, Iowa, home of Pella Windows. No
14 Pella is the home of Pella Windows, I'm sorry. But
15 I would tell the city manager and the mayor, I
16 said, My goal, my dream frankly, is that every
17 resident of Shenandoah, Iowa knew; A, that you had
18 an airport; and, B, understood that that airport's
19 in their community benefited you as a citizen.
20 Whether you worked there, flew, made no difference,
21 your community is better because of that airport.
22 The same is true here in every community, right?

23 MS. LUDLOW: Yes.

24 MR. AUDINO: Do the citizens get that? Some
25 do, many don't, right? But I'm hearing you say

1 that's part of what your -- what you see as your
2 mission, is to improve the quality of life in the
3 community, right? And the community is an
4 all-encompassing term.

5 CHAIRMAN MAGUIRE: Uh-huh.

6 MR. AUDINO: And you could take that word
7 "community" and you could parcel that out. You
8 could say, well, we benefit the high school student
9 component of the community. We benefit --

10 CHAIRMAN MAGUIRE: Wouldn't that fall under
11 the "how" process?

12 MR. AUDINO: Oh, we've got -- exactly,
13 exactly. That's how you do that.

14 CHAIRMAN MAGUIRE: How do we do it?

15 MR. AUDINO: That's exactly right.

16 CHAIRMAN MAGUIRE: We run an academic program.

17 MR. AUDINO: Right.

18 CHAIRMAN MAGUIRE: We have our major safety
19 program, you know? We -- we update our facilities
20 on -- to keep them state of the art as best as
21 possible.

22 MS. LUDLOW: And what do we call like TPC and
23 Aerospace Academy and EDC? You know, is that like
24 our Airport Authority outreach?

25 CHAIRMAN MAGUIRE: Well, that's -- yeah,

1 that's -- outreach is a word. Some people just say
2 participation involvement. Really, we -- we become
3 a member of the community rather than just this
4 organization.

5 MR. AUDINO: Right. Right. And you're more
6 than just concrete and airplanes, right?

7 CHAIRMAN MAGUIRE: Yes.

8 MS. LUDLOW: Yes.

9 MR. AUDINO: So, tell me if I'm not hearing
10 you correctly. I'm hearing some clarity around why
11 you do what you do, and that's to improve the
12 quality of life for the community. For whom you do
13 it? You do it for the entire community, right?

14 CHAIRMAN MAGUIRE: Correct.

15 MR. AUDINO: So this answers those two
16 questions. But what you do is more of the
17 develop -- develop policy. Is there more to what
18 you do than that?

19 MR. WUELLNER: I think you're still too low.
20 I think --

21 MR. AUDINO: How high should it be?

22 MR. WUELLNER: I think the statement is -- I
23 kind of played with the sentence, but --

24 MR. AUDINO: That's great.

25 MR. WUELLNER: -- it's like you own, you

1 operate, and you develop the airport for the
2 benefit of the citizens of St. Johns County. It
3 covers -- it brings everything under that.

4 How you operate is defined by policy. How you
5 develop is determined by what you deem to be --

6 MR. OLSON: Priorities, yeah.

7 MR. WUELLNER: -- economic developments or
8 priorities best interest. You own it by -- call it
9 default, but you own it by virtue of that's what
10 the charter vests -- or the deed/charter vests.

11 MR. AUDINO: So you own, operate, and develop
12 the airport to improve the quality of life for the
13 community.

14 MR. WUELLNER: That's fine.

15 MR. AUDINO: Is that --

16 CHAIRMAN MAGUIRE: Yeah.

17 MR. WUELLNER: Or just to the benefit of
18 the -- or for the benefit of St. Johns County,
19 however you ultimately phrase it.

20 MR. AUDINO: So, you own -- just let me try to
21 articulate it as -- try to listen to me and think
22 about how it feels to you.

23 So the mission of this organization, the
24 mission of the authority is to own, operate, and
25 develop an airport that improves the quality of

1 life for --

2 MS. LUDLOW: The community.

3 CHAIRMAN MAGUIRE: Quality of life for --

4 MR. AUDINO: -- for the greater community.

5 For the -- all residents of St. Johns County.

6 CHAIRMAN MAGUIRE: And businesses.

7 MR. MIRGEAUX: You say Northeast Florida
8 region.

9 MR. OLSON: Yeah.

10 MR. AUDINO: What is it?

11 MR. MIRGEAUX: For the Northeast Florida
12 region.

13 MR. AUDINO: Let me try that again. So your
14 mission -- first I'm just asking you to think
15 about -- listen and tell me how it feels to you.

16 So your mission is to own, operate, and
17 develop an airport to improve the quality of life
18 for the Northeast Florida region. Is that yes?
19 Quality of life for residents and businesses --

20 CHAIRMAN MAGUIRE: Yes.

21 MR. AUDINO: -- of the Northeast Florida
22 region.

23 CHAIRMAN MAGUIRE: Uh-huh.

24 MR. AUDINO: And you don't have to give your
25 papal blessing on this this evening, but what we

1 want to do before we leave is at least have a draft
2 that, you know, we can e-mail back out to you and
3 you can think about a little bit more, but -- go
4 ahead. Remy, go ahead.

5 MS. LUDLOW: So he's saying Airport Authority
6 is to --

7 MR. LUCETTE: Can I suggest to improve the
8 quality the life --

9 MS. LUDLOW: -- own, operate and develop.

10 MR. LUCETTE: -- in the Northeast Florida
11 region?

12 MS. GREEN: Yeah.

13 MR. LUCETTE: Again, this is not final --

14 MR. AUDINO: Correct.

15 MR. LUCETTE: -- but this is just ideas about
16 it, to understand your thoughts.

17 And this is a question I wanted to ask Bob
18 when he started. For our perspective we're being
19 brought here, what do you consider the -- the
20 Northeast Florida region that this airport serves?
21 We've heard the county. I've heard not a city,
22 it's more than the city. But does it go beyond the
23 county as well?

24 MS. GREEN: Sure.

25 MR. OLSON: Yes, absolutely.

1 MS. GREEN: We have Putnam. We have Flagler.
2 We have a number of counties around here.
3 Actually, judicially, our Seventh Circuit which we
4 are here is Putnam, St. Johns --

5 MS. LUDLOW: Right.

6 MS. GREEN: Yeah. So it's a number of
7 counties just even in this area. And we still
8 attract people from clay --

9 MS. LUDLOW: Yes.

10 MS. GREEN: -- and that area. So it's
11 multiple counties.

12 MR. OLSON: So it's a -- it's a catchment area
13 rather than having a specific geographic or
14 political boundary. It includes what -- the
15 counties that we're managing, but it's a catchment
16 area for servicing, and it's like a sphere that --
17 of population that relates in -- for various
18 reasons to the airport, be they own a private
19 aircraft here and house it here, base it here, be
20 it that they work at Northrop Grumman, or be it
21 that they're wanting to get a flight to, I don't
22 know, Newark somewhere. So...

23 MS. LUDLOW: And as -- as the restaurant, that
24 we have fly-ins. So we bring people in from, you
25 know, all the different communities and counties

1 and everything. So it's -- the whole unit works.

2 MR. AUDINO: I want to go back to the charter
3 real quick, not that anybody knows for sure, but
4 does your charter speak to the geographic area?

5 MR. WUELLNER: Yes.

6 MR. OLSON: You brought the --

7 MS. LUDLOW: I got it.

8 MR. WUELLNER: It's St. Johns County.

9 MR. AUDINO: St. Johns County, okay.

10 MS. LUDLOW: Yes.

11 CHAIRMAN MAGUIRE: Yeah, although -- yeah --

12 MR. WUELLNER: It started as the city many
13 years ago.

14 CHAIRMAN MAGUIRE: Yeah, that goes all the way
15 back.

16 MR. OLSON: Because when did it get "Regional"
17 in its name?

18 MS. GREEN: Five?

19 MS. LUDLOW: Five years ago?

20 MR. WUELLNER: 2009 probably, '10, something
21 like that.

22 MS. LUDLOW: '10.

23 MR. AUDINO: Ed, can I ask a follow-up to
24 that? Why did it get "Regional" in its name?

25 MR. WUELLNER: In response to what we were

1 hearing from attracting new tenants, is the primary
2 reason.

3 MR. AUDINO: Oh, I see. Okay.

4 MS. LUDLOW: Yeah. And that's -- you know, to
5 bring up cohesion between the city and the airport
6 and, you know, I talked to Nancy Sikes-Kline, and
7 she and I are on the committee, and I said, well,
8 why didn't -- why did we stop that, the meetings
9 between the airport and the city? And she said, I
10 don't know. It didn't come from our end. So
11 nobody -- nobody's, you know, taking it there.

12 MR. WUELLNER: That was kind of a county
13 project originally.

14 MS. LUDLOW: Pardon?

15 MR. WUELLNER: The group you're referring to
16 was a county initiative originally.

17 MS. LUDLOW: Oh, okay. Not city?

18 MR. OLSON: There was a group that met
19 regularly.

20 MR. WUELLNER: Yeah.

21 MS. LUDLOW: But --

22 MR. WUELLNER: They called it the
23 Intergovernmental Committee.

24 MS. LUDLOW: Oh. Well, I know the -- there's
25 a large consensus who, you know, would like

1 "St. Augustine" put back in the airport name.

2 MR. OLSON: Well, the city was the main parent
3 of the founding of the airport. The land was city
4 land.

5 MS. LUDLOW: Yes.

6 MR. WUELLNER: Well, they were the original
7 recipient of the --

8 MR. OLSON: Yeah, because the county was all
9 rural at the time.

10 MS. LUDLOW: That's right.

11 CHAIRMAN MAGUIRE: I get -- I get hit with
12 that a lot, that it shouldn't be
13 "Northeast Florida," it should be "St. Augustine" a
14 lot.

15 MS. LUDLOW: And I totally agree.

16 MR. AUDINO: It should be what?

17 MS. LUDLOW: "St. Augustine Airport" like it
18 was.

19 MR. AUDINO: Oh, okay.

20 MR. WUELLNER: But prior, it was --

21 MS. LUDLOW: It was branding. When branding
22 came out --

23 MR. AUDINO: I got it.

24 MS. LUDLOW: -- all of a sudden, it got
25 changed to --

1 MR. AUDINO: Northeast Florida Regional
2 Airport.

3 MS. LUDLOW: Right.

4 MR. AUDINO: So this preliminary draft maybe
5 mission is that the mission of the Northeast
6 Florida Regional Airport is to own, operate, and
7 develop an airport to improve the quality of life
8 in the Northeast Florida region.

9 MR. WUELLNER: And which Northeast Florida --

10 MR. AUDINO: Okay.

11 MS. LUDLOW: Yeah, I still think that's --

12 MR. AUDINO: We'll take it on -- okay. Your
13 mission is to own, operate, and develop the airport
14 to improve the quality of life in the
15 Northeast Florida region. It's not quite "Take the
16 hill" --

17 CHAIRMAN MAGUIRE: Yeah.

18 MR. AUDINO: -- but how does it feel to you as
19 you hear me say it?

20 MS. LUDLOW: Okay. You're saying the
21 Northeast Florida region.

22 CHAIRMAN MAGUIRE: I would -- the quality of
23 life, I would like you to put in res -- residents
24 and businesses because I don't want somebody to
25 say, well, quality of life, that's purely people.

1 Businesses, people don't under -- a lot of people
2 don't understand how critical a strong business
3 community needs to be to give you that quality of
4 life.

5 MS. LUDLOW: Commercial and residential.

6 MR. AUDINO: And we're not going to engage in
7 this to --

8 CHAIRMAN MAGUIRE: Commercial --

9 MR. AUDINO: I'm sorry. Go ahead.

10 CHAIRMAN MAGUIRE: Commercial would be better
11 than business.

12 MR. AUDINO: Okay.

13 CHAIRMAN MAGUIRE: Commercial and residential.

14 MR. AUDINO: Okay. And what I want to add for
15 you to think about is that, you know, maybe even
16 once the mission is finalized and maybe you
17 memorize it, maybe you don't, but I think what's
18 important is to be able to explain it to people,
19 all right?

20 So when somebody says, What does that mean,
21 you know, we kind of get "Take the hill," right?
22 What does it mean? And then be able to respond to
23 that. Or if they say, Well, how do you do that?
24 Well, you'll be able to respond to that as well.

25 And I think back to some of Remy's early

1 comments, as you continue on this strategic
2 business planning process, the process itself and
3 with your obviously input and concurrence, will
4 identify some of those ways that you're achieving
5 that mission.

6 But fundamentally to be able to tell people,
7 hey, this is -- this is why we're here, right? To
8 own, to operate, and to develop this airport that
9 improves the quality of life for residents and
10 businesses in Northeast Florida region. That's
11 what we do, that's whom we serve, and that's why
12 we're here.

13 Does that feel all right? And again, we're
14 not asking you to bless this this evening. This
15 is --

16 CHAIRMAN MAGUIRE: Yeah. This is a good
17 starting point.

18 MR. AUDINO: A good starting point.

19 CHAIRMAN MAGUIRE: Does anybody disagree with
20 it?

21 MS. LUDLOW: No. I think it's great. I think
22 you made great headways there. Are we down to whom
23 do we do it?

24 MR. AUDINO: Any additional comments?

25 CHAIRMAN MAGUIRE: Why do we do it?

1 MS. LUDLOW: It's says why --

2 MR. AUDINO: Why --

3 MS. LUDLOW: -- and improve the --

4 MR. AUDINO: -- to improve the quality of life
5 for the residents --

6 MS. GREEN: And whom is the residents and
7 businesses.

8 MS. LUDLOW: Right. So then for whom --

9 CHAIRMAN MAGUIRE: Wait a minute.

10 MR. OLSON: So this is the mission statement
11 that we're working on now.

12 MR. AUDINO: Right.

13 MR. OLSON: It is allied with a vision.

14 MR. AUDINO: Correct.

15 MR. OLSON: And the vision can have more
16 sizzle to it as far as what the -- how the --
17 because this touches the bases, but it's -- you
18 know, it's not -- it doesn't have a lot of
19 excitement. It's very -- it's specific and
20 describes what the airport does.

21 MR. AUDINO: And that's fundamental, right?

22 MR. OLSON: So the vision will have the sizzle
23 to it.

24 MR. AUDINO: If y'all want to have sizzle --

25 CHAIRMAN MAGUIRE: The vision will have what?

1 MS. LUDLOW: Sizzle.

2 MR. OLSON: Sizzle.

3 CHAIRMAN MAGUIRE: Sizzle? Well, go back to
4 "Take the hill."

5 MR. OLSON: Okay.

6 CHAIRMAN MAGUIRE: The mission is take the
7 hill.

8 MR. OLSON: That's good.

9 CHAIRMAN MAGUIRE: The general's vision is, I
10 want the third armory to go over here and work on
11 the flank with their soldiers and I want the 101st
12 over here to get ready to drop over here and I want
13 the Air Force to come in with some air cover.
14 That's more or less his vision of how this whole
15 thing's going to come together as one unified
16 effort.

17 So when we talk -- if we wanted to use
18 something like that, then we talk about, well,
19 we're going to improve the quality of life by
20 having an educational program, by having a strong
21 safety program, by having state of the art
22 facilities. That's -- that's my vision of how we
23 accomplish our mission. That's my thoughts.

24 MR. AUDINO: That's your thoughts, yes. How
25 are we doing on time? I'm just curious.

1 MR. LUCETTE: 4:50.

2 MR. AUDINO: 4:50?

3 MR. LUCETTE: Yeah.

4 MR. AUDINO: Oh, okay.

5 MR. LUCETTE: Since some members might leave
6 early, we said -- initially we said we would go
7 through 5:15. Maybe we can push it to the second
8 topic so that we can capture as much input as we
9 can.

10 MR. AUDINO: Are you okay if we keep moving
11 and talking about vision? Okay.

12 CHAIRMAN MAGUIRE: Yeah.

13 MR. AUDINO: Let's do that.

14 SESSION 2

15 MR. AUDINO: I must have broken the clicker.

16 Okay. So as I -- as I oftentimes like to say,
17 I'll give you my same cheesy intro that I do all
18 the time. So, from a -- from a biblical
19 perspective, you know, my people perish for lack of
20 vision, right? And from the literary perspective,
21 if you don't know where you're going, any road will
22 do. And as that great Italian philosopher from
23 St. Louis Yogi Berra once said, "When you come to
24 the fork in the road you"?

25 MR. WUELLNER: "Take it."

1 MR. AUDINO: "Take it," right?

2 What do you want to be when you grow up? I
3 mean, it's kind of the fundamental question here.
4 And, you know, to the -- I heard a couple of
5 comments about the vision being maybe more
6 specific. Not necessarily. I see that as big
7 picture aspirational. Inspirational perhaps.

8 What's -- I asked you--all, you know, sort of
9 what some of your dreams were, right? And I think
10 we've got the slide up there for that. Okay. And
11 I asked the dreams question because it fits into
12 the vision. You know, what do you see?

13 If you were to -- if you were to be
14 110 percent effective at owning, operating, and
15 developing an airport that improved the quality of
16 life for residents and commercial business
17 interests here in the Northeast Florida region, if
18 you were to be 110 percent successful in that
19 mission, what's the -- what's this place look like,
20 right?

21 So when I asked dreams, you know, what'd you
22 guys say? Well, some things you said: An airport
23 that serves a growing region. Support for gen --
24 light general aviation. Ensure the community knows
25 about and appreciates the airport. We kind of

1 talked about that a little bit already. Great
2 relationship between GA and commercial service
3 interest groups. Identify doable reasonable
4 implementable projects. Create a stronger
5 relationship with economic development.

6 Those were some of the dreams that you shared
7 with me in our phone conversations. And these
8 should all in some way, shape, or form fall into --
9 these are -- would be components of the vision, but
10 they should all be part of this broader, bigger
11 mission statement, if you will.

12 Familiar with Caterpillar? What's the
13 other -- or the company I'm trying to think of? Is
14 it Komatsu? It's something like that that
15 manufactures big earth-moving equipment. Anybody
16 know what I'm talking about? Anyway, trust me on
17 this one. It's a big -- you know what their vision
18 is? "Eat the cat."

19 That's their business vision: Eat the cat.
20 The "cat" is Caterpillar, right? That's the
21 vision: We're going to eat the cat. You know, we
22 smile and chuckle a little bit, but it's -- it's
23 pretty descriptive, right?

24 CHAIRMAN MAGUIRE: Just like --

25 MS. LUDLOW: That's --

1 MR. AUDINO: Like "Take the hill."

2 CHAIRMAN MAGUIRE: Like "Take the hill." That
3 was very simple.

4 MR. AUDINO: Sort of like "Take the hill,"
5 right?

6 Now, when you think about a vision, right,
7 again, short, brief, inspirational, aspirational,
8 what do you want to be when you grow up? What do
9 you want to be when you grow up, Reba? What do you
10 want the --

11 MS. LUDLOW: I'm never going to grow up.

12 MR. AUDINO: I know. I know. I've got your
13 card says that.

14 MS. LUDLOW: But also, that is what I was
15 going to say, was where you have commercial, doable
16 projects, right? And implement them in the next
17 four or five years. Well, you have one, commercial
18 air service. Well, we would like to see no waiting
19 list for hangars. Why don't we have
20 revenue-producing hangars every day?

21 You know, we have commercial air service once
22 every five years or so, but we have hangar revenue
23 and requirements every day. So that is a major
24 project, that we need hangars on there --

25 MR. AUDINO: Can I frame that --

1 MS. LUDLOW: -- in addition to.

2 MR. AUDINO: Can I frame that a little bit
3 differently? That's a dream. If I -- if you and I
4 were to have a conversation --

5 MS. LUDLOW: Yes.

6 MR. AUDINO: -- and I said, What's your dream,
7 that may have been one of the things you would have
8 said?

9 MS. LUDLOW: Yes.

10 MR. AUDINO: Oh, okay.

11 MS. LUDLOW: Yeah, I have some more, too.

12 MR. AUDINO: She stands back up to make a
13 point. I like that.

14 MS. LUDLOW: No. And that is right. And I
15 would like to see the Airport Authority and the
16 admin, you know, be more cohesive and work toward
17 and with the users of the airport.

18 MR. AUDINO: Okay. Okay.

19 MS. LUDLOW: I'm sitting down.

20 CHAIRMAN MAGUIRE: We're going to have to,
21 using that comment, separate the goals from the
22 dreams, okay?

23 To me, adding more hangars might be part of a
24 vision, but really it should be a goal to add 25
25 more hangars. So you have goals to meet the

1 vision.

2 MR. AUDINO: And the way I think about that,
3 Bruce, is, for whatever it's worth to you, the
4 goals help you fulfill the mission and fulfilling
5 the mission helps you achieve the vision, right? I
6 don't know if that makes sense to you.

7 CHAIRMAN MAGUIRE: My -- my perspective's the
8 opposite. The goals help me -- help me do -- put
9 together the vision. The vision is based on all
10 the goals we have --

11 MR. AUDINO: Okay.

12 CHAIRMAN MAGUIRE: -- okay? The -- the
13 mission is the ultimate. It's not leading into the
14 vision. The mission is what we want to do, okay?

15 And I think that -- and I qualify that because
16 that's the way in the military we did things. You
17 had a mission and then your vision was putting
18 together the concept of how everybody fits together
19 and then you have goals. Your goal is, when I tell
20 you to take the flank, you know, you have a couple
21 of goals to do that. And so, the goals, if we
22 achieve our goals, we are achieving our mission,
23 therefore -- I mean, our vision, therefore we do
24 the mission.

25 MR. AUDINO: Okay.

1 MR. OLSON: Isn't the vision a -- sort of a
2 picture of success, what we look at, what we --

3 MR. AUDINO: Your desire instinct.

4 MR. OLSON: Yeah, what this airport looks like
5 if it -- in the future --

6 CHAIRMAN MAGUIRE: Uh-huh.

7 MR. OLSON: -- if it has succeeded or is
8 succeeding.

9 MR. AUDINO: Right. Correct.

10 MR. OLSON: So, that being said --

11 MR. AUDINO: Okay.

12 MR. OLSON: -- my thought is that -- and I'll
13 just pull this one out. I mean, this is not part
14 of the statement we're trying to craft, but when
15 you come onto an airport or interact with an
16 airport that is -- you have -- you should have the
17 feel -- at our airport, you should -- we want
18 people to have the -- our customers and users to
19 have the feel that this airport reflects the energy
20 of the region, a growth region. That it's
21 futuristic, that it's not only tied into current
22 technology, but it's -- it's -- it has a flavor of
23 where flight and air transport and flight
24 technology is going. So it has the air of being
25 able to capture that -- it's capturing that or it's

1 embracing opportunity --

2 MR. AUDINO: Okay.

3 MR. OLSON: -- and that it's -- it's -- has an
4 obvious mission of advancing the economy of the
5 region. Those kinds of things in a vision.

6 You know, so essentially you can sense success
7 when you interact with our airport, and the -- and
8 part of that success is the energy of a growing
9 region. You experience the energy of a growing
10 region when you're interacting with our airport.

11 MR. AUDINO: I just want to capture the
12 thoughts. Sense success when you, what, enter our
13 airport? Is that what you said?

14 MR. OLSON: Well, interact. You know,
15 either -- either come onto the site and do some --
16 have some interaction with our airport.

17 MR. AUDINO: Okay.

18 MR. OLSON: Be it, you know, with the...

19 MR. AUDINO: Yes. And this is always a
20 difficult one for people, right? It's sort of
21 like, well, how do I quantify a vision? And
22 that's -- that's somewhat difficult, you know?

23 The example I'm going to share with you, I go
24 back to my Des Moines Airport days. I served as
25 director of marketing and business development for

1 that airport. And to Remy's points about our task
2 today is to be -- to raise the bar, to think big,
3 right? Think broad.

4 And I remember saying to the board at one
5 point, I said, Well, what about the -- what's our
6 vision? Let's be the greatest airport in the
7 country. As a matter of fact, I may have said the
8 greatest airport in the world, right? That's a
9 pretty cool vision. And they were like, I don't
10 know about that, man. That's like -- that's a bit
11 much, right? And I don't want us to think like
12 that, right? I want us to think big picture,
13 right? So if -- go ahead, Remy.

14 MR. LUCETTE: Michael, about that, if I can,
15 the way we've approached it with some other boards
16 or other committees who are at airports is if
17 you -- Reba, you shared a business card earlier as
18 a board member.

19 The mission is what can be on your business
20 card. You own, you operate, develop the airport.
21 As a board member, when you explain what you do,
22 this is -- this is what you explain. It's your --
23 almost your -- it's your mission.

24 The vision is something that you could have on
25 every -- on every pen that's available here in the

1 conference room when you have a board meeting. You
2 know, St. Johns County Airport Authority, we
3 deliver excellence in the -- you know, for our
4 community. Something like that. Something that
5 can be repeated over and over. And this is 20
6 years out, it's your vision.

7 It's -- it's going to change. In 10 years you
8 might have to revise it because your -- your
9 environment has changed, the community has changed.
10 But for the next 10 to 20 years when you project
11 yourself, if you could summarize how aspirational
12 you want to be for the region, you know, that's the
13 few words you put on a pencil, on a notepad, or
14 something like this or like on the door. That's --

15 MS. LUDLOW: So our goals are the latter to --

16 MR. WUELLNER: Support that.

17 MS. LUDLOW: -- to accommodate the vision.

18 MR. LUCETTE: Correct. And your goals should
19 not be against your vision.

20 MR. AUDINO: Exactly.

21 MR. LUCETTE: Otherwise your vision needs to
22 be changed, which could happen because something
23 has changed.

24 MR. WUELLNER: I think like your hangar
25 statement, as an example, is a goal statement not a

1 vision statement. It's supports the meaning.

2 MS. LUDLOW: I agree.

3 MS. GREEN: Uh-huh.

4 MR. AUDINO: As an example, this is a
5 transportation not an airport specific, but the
6 Village of Palmetto Bay which is just south of
7 Miami, I've been doing work with that community for
8 the last four or five years with respect to their
9 transportation program.

10 The vision that they have is "The residents of
11 Palmetto Bay have the transportation service they
12 need to live the life they desire." That's the --
13 that's the vision that Palmetto Bay has for their
14 transportation services, right? People have the
15 service they need to live the life they desire.
16 Again, just an example, you know, tying with what
17 Remy is saying and what we've try to capture here.

18 What do you want this place to be? Robert had
19 suggested, you know, people sense success when they
20 interact with our airport. We have a list of --
21 the vision reflects the region, embraces
22 opportunity, advance the -- advance the economy.

23 What's -- what's it look like to you guys? In
24 your mind, what's this place look like in 20 years?
25 And not just physically look like, but what's --

1 service provision? Relationship with the
2 community?

3 MS. LUDLOW: What I --

4 MR. AUDINO: Sure.

5 MS. LUDLOW: What I see -- what I would see in
6 our future is that every bit of our land is
7 revenue-producing, you know, businesses and/or
8 hangars -- well, that's either and/or, you know.
9 And we have property across the road. Have you
10 looked into that? And that could be ancillary
11 businesses for airport, you know.

12 It should all -- it should all fit together
13 for the revenue and -- and the community
14 development business. Everything should work
15 together.

16 MR. AUDINO: Okay. Do you guys own that land?

17 MS. LUDLOW: Yes.

18 MS. GREEN: A good portion of it.

19 MR. AUDINO: Yeah, okay. Okay. Just curious.

20 So as I listen to you, in my mind, I -- so if
21 I close my eyes and I think what did Reba just say,
22 it's like I start to see this puzzle, right? All
23 of these --

24 MS. LUDLOW: Yes.

25 MR. AUDINO: -- pieces of, you know, land and

1 hangars and maybe commercial air service, having
2 great relationships with the community, all of this
3 fitting together, you know, to -- how one describes
4 what that puzzle is, I don't know. That's kind of
5 what we're chatting about here. So -- and I'm
6 serious when I say when you -- when you pause and
7 you think about 20 years down the road.

8 MS. LUDLOW: When we're sitting on property
9 that could be revenue-producing.

10 MR. AUDINO: Right. And you mentioned the
11 charter -- somebody mentioned that the charter also
12 contains language relative to multimodal? Did I
13 hear that correctly?

14 MS. GREEN: That's on the west side where we
15 have the railroad tracks.

16 MR. AUDINO: Okay. I think maybe, Justin, you
17 and I talked about the multimodal piece, if I
18 recall correctly.

19 So what's it look like for you guys in 20
20 years? What's the future look like here?

21 MS. LUDLOW: I just told you.

22 MR. AUDINO: I know. So why am I asking
23 again, right? What's wrong with me?

24 MS. LUDLOW: You want somebody else to say
25 something different?

1 MR. AUDINO: Yeah, maybe.

2 MR. OLSON: Well, again --

3 MR. AUDINO: Yes?

4 MR. OLSON: -- part of that future 20 years
5 hence is changes in air transport and air --
6 aircraft technology --

7 MR. AUDINO: Right, right.

8 MR. OLSON: -- that are poised to bring big
9 changes --

10 MR. AUDINO: Correct.

11 MR. OLSON: -- and opportunity.

12 MS. GREEN: The non-manned aircraft are a big
13 one.

14 MR. OLSON: Yes.

15 MR. AUDINO: Exactly.

16 MR. OLSON: And alternative fuel aircraft.

17 MR. AUDINO: Right.

18 MR. OLSON: And the business of commercial
19 transport of people changing also. Make --
20 possibly making connections that we work for now
21 more feasible to carrier hubs and all that.

22 MR. AUDINO: Okay. Yeah, those -- that's
23 great. I appreciate you bringing those things up.
24 That's the kind of thinking that --

25 MS. LUDLOW: I can add to that.

1 MR. OLSON: Plus -- plus the aerospace
2 initiative that this board has discussed and hopes
3 to pursue to build on the presence of
4 Northrop Grumman.

5 I mean, Northrop Grumman's really important to
6 this airport, so we -- that one of the four top
7 defense contractors in the world has a operation
8 here manufacturing. And whoever saw the Top Gun
9 movie, the latest one --

10 MS. LUDLOW: Of course.

11 MR. OLSON: -- there is a --

12 MS. LUDLOW: How many times?

13 MR. OLSON: -- there is an E-2 right there --

14 MS. LUDLOW: Right here.

15 MR. OLSON: -- a piece of St. Augustine right
16 in that movie in the -- performing an important
17 function at that movie.

18 MR. AUDINO: So do others in the room share
19 the aerospace component of that vision? I'm just
20 curious.

21 MR. OLSON: I don't know.

22 MS. GREEN: Well, Northrop Grumman is -- is
23 key. So that's definitely a part.

24 MR. OLSON: Yeah. Yeah, I mean --

25 MS. LUDLOW: To the county.

1 MR. OLSON: -- the big thing with aerospace is
2 that our regions needs to -- really needs to
3 diversify its economy because we're very much into
4 service-oriented tourism and visitation.

5 MR. AUDINO: Right.

6 MR. OLSON: And so, the aerospace presence --
7 because Florida's growing in aerospace and we have
8 this anchor here already. So it is probably the
9 best opportunity to create high-wage jobs and
10 diversify our economy into something other than
11 low-wage service jobs.

12 (Chairman Maguire exits the meeting.)

13 MR. AUDINO: I'm looking at Justin and Suzanne
14 and Reba.

15 So, as you -- as you hear Robert speak those
16 words, what thoughts do you have? I mean, I have
17 mine, but I -- this is your -- your organization,
18 your vision. What do you hear when -- or what do
19 you think as you listen to Robert talk about those
20 things?

21 MR. MIRGEAUX: I agree with all of that. I
22 mean, this is a -- you know, if you just think blue
23 sky --

24 MR. AUDINO: Yeah, exactly.

25 MR. MIRGEAUX: -- you know, pardon the pun,

1 but just, okay, well, what could we be, you know,
2 when you're talking about -- you know, it wasn't --
3 you know, the Wright Brothers first flew in 1912,
4 you know? And then 60 years later, we're putting a
5 man on the moon. Basically the same principles.
6 You know the equipment's changed but, you know,
7 it's -- it's within a century. So where are we
8 going to be 50 years from now, 60 years from now?
9 It's -- you don't even know.

10 MR. AUDINO: Right.

11 MR. MIRGEAUX: And we talked a little bit
12 about it, some of the unmanned. We talked, you
13 know, with -- with alternative fuel aircraft now,
14 they've got solar aircraft that are crossing the
15 Atlantic and circumnavigating the globe.

16 (Chairman Maguire rejoins the meeting.)

17 MR. MIRGEAUX: You know, when I was a child, I
18 saw Voyager fly around the entire earth on a tank
19 of gas. You know, granted, you know, the whole
20 plane was a gas tank, but still, I mean, it did it.

21 And so, when I think about, you know, our role
22 here and what's happening to aviation as a sector,
23 I think it's completely changing. Aviation is a
24 sector.

25 The way people travel, how they want to

1 travel, where they travel to, you know, obviously
2 that's going to be, you know, a central part of any
3 aviation business, commercial aviation business, or
4 even general aviation business because pilots, they
5 want to go -- they want to go places and that's the
6 reason why they fly.

7 I think a vision statement is "Aviation
8 excellence within reach." So like our -- our --
9 what we have over other airports in the region or
10 other world-class airports, you mentioned we'll be
11 the best, right?

12 MR. AUDINO: Right.

13 MR. MIRGEAUX: We're never going to land the
14 Space Shuttle here. It's just not going to happen.
15 You know, we're not going to make our main runway
16 any -- any longer. We've got -- there's limits to
17 what we can do.

18 And I think that the people that we work for,
19 the -- the residents of the county, they -- I think
20 that they respect that. I think they would be
21 happy if we just grew within our limits and
22 understanding those limits. So not just our
23 capabilities of what we could be, but also our
24 limitations.

25 MR. AUDINO: Right.

1 MR. MIRGEAUX: Some of them are geographic,
2 obviously. But, yeah, that's -- I think about that
3 and I think about, okay, well, if you think about,
4 you know, traveling anywhere as a -- as a passenger
5 in an aircraft, in an airplane, and you drive half
6 an hour or 45 minutes, you park, get out, you walk
7 through airport security, which is terrible and
8 only gets worse, and then, you know, you get on a
9 plane to fly someplace that you don't want to go
10 to, it's just near where you want to go to, and
11 then you get out and then you've got ground
12 transportation to get to where you're going.

13 So our -- I think our strategic benefit to the
14 people of, you know, St. Augustine,
15 St. Johns County, and Northeast Florida more
16 broadly is like we're -- we're accessible. It's
17 right there. And you can -- you can access this
18 airfield so much easier than getting into an
19 international airport that has restricted airspace.

20 And, you know, it's so restrictive, that
21 typically general aviation pilots will fly around
22 it. They don't even want to go in there and
23 they'll avoid it. That's -- you know, they don't
24 want to have to deal with that kind of stuff. Who
25 you have to talk to, flight following, management,

1 all that kind of stuff, that's not -- they don't --
2 they don't want to be hassled with it.

3 So I think, you know, if you're -- you know,
4 you watch Sci-Fi shows or movies and you see what
5 the future of aviation could look like where you've
6 got, you know, short takeoff vertical landing type
7 aircraft that are moving people from where we are
8 to where they want to go more directly, more
9 easily, more rapidly, I think that if it's
10 something that, you know, 50 years from now or 70
11 years from now, we could realistically be doing not
12 just at the airport --

13 MR. AUDINO: Right.

14 MR. MIRGEAUX: -- but we could be, you know,
15 trail-blazing at this airport in terms of leading
16 the way and making that -- you know, showing other
17 people how it's done.

18 MR. AUDINO: I kind of get goosebumps as I
19 listen to that. Seriously, I do. I appreciate
20 that, I do.

21 CHAIRMAN MAGUIRE: I like what he was saying
22 about the future because if we try to come up with
23 a vision statement based on what we want today,
24 then we're going to hogtie ourselves.

25 We have to project 10, 15, 20 years down the

1 road. And that depends a lot on how we
2 individually believe the county and the area is
3 going to grow. Is Northeast Florida going to
4 become an industrial community? Is it going to be
5 a -- a manufacturing community?

6 Because that's -- if we want to go high tech,
7 for example, here, we would hope that the community
8 goes high tech with us, otherwise we're not
9 contributing and it's not going to work. So we
10 have to think 20 years out where do we envision
11 Northeast Florida being, because that's where we
12 want to be, to use your words, leading the effort.
13 We want to be there first to provide all the
14 services.

15 MR. OLSON: Yeah.

16 CHAIRMAN MAGUIRE: So you have to think ahead.
17 I like the aerospace concept.

18 MS. GREEN: Uh-huh.

19 CHAIRMAN MAGUIRE: We have to live within our
20 limits, we know that.

21 MR. MIRGEAUX: Right.

22 CHAIRMAN MAGUIRE: But our limits today may
23 change in 20 years.

24 MR. AUDINO: And it's about being in a
25 position to capitalize on those

1 yet-to-be-determined technologies and policies and
2 inventions, right? I mean, that's -- I think
3 that's part of it.

4 You know, it's like you tell your kids you can
5 be anything you want to be or you tell your kids,
6 well, no, you're destined to be whatever, right?
7 It's like you can be anything you want to be. It's
8 up to you.

9 CHAIRMAN MAGUIRE: Well, almost anything. I
10 want bring up one -- one thing that I'm sure Ed
11 remembers. The -- and I forgot the commissioner's
12 name who came up with this one when talking about
13 the airport and the runways and stuff.

14 MS. LUDLOW: Buzz George?

15 CHAIRMAN MAGUIRE: Hmm?

16 MS. LUDLOW: Buzz George.

17 CHAIRMAN MAGUIRE: No, not Buzz.

18 MS. GREEN: It was a commissioner.

19 MS. LUDLOW: Oh.

20 CHAIRMAN MAGUIRE: The -- and you probably
21 remember him, too. His recommendation was that we
22 extend the runway past U.S. 1. Who was that?

23 MS. GREEN: I don't remember, but I remember
24 that comment.

25 CHAIRMAN MAGUIRE: He wanted to extend it past

1 U.S. 1 so U.S. 1 would go through the -- the
2 runway. And the question was, Well, you're going
3 to have traffic. He said, Simple, put a stoplight
4 there and the tower --

5 MR. AUDINO: Justin and I talked about that,
6 too.

7 MS. GREEN: It wasn't even a flyover; it was
8 put a stoplight.

9 CHAIRMAN MAGUIRE: Yeah, and tower can turn on
10 the stoplight and all the cars will stop.

11 And I said, yeah, and I can see some old
12 couple driving down from New York, somebody saying,
13 turn left at the green light and he comes down and
14 turns left on the green light. What was his name?
15 He was an older guy. He --

16 MS. GREEN: I don't remember.

17 CHAIRMAN MAGUIRE: Nice guy, but a little
18 nutty.

19 MS. LUDLOW: Not Cir --

20 MR. OLSON: So, following up on what was just
21 said --

22 MR. WUELLNER: Oh, oh.

23 MR. OLSON: -- preparing for the future --

24 MR. WUELLNER: Joe Ciriello.

25 MR. OLSON: -- being open to those options --

1 CHAIRMAN MAGUIRE: Joe Ciriello.

2 MS. GREEN: He wasn't a commissioner, though.

3 MR. WUELLNER: He means here.

4 MR. OLSON: But it has also the benefit right
5 now of attracting -- being attractive to all the
6 entrepreneurship happening around aircraft, flight,
7 all of that. Because small airports -- airports
8 are now attracting entrepreneurs starting -- doing
9 start-up businesses and pursuing technology.

10 There's a whole crowd in -- around the
11 Space Coast of people that have spun out of the big
12 companies down there that are starting their own
13 companies and doing R and D activity. And so I
14 think we can attract some of those, also.

15 I mean, we do have a couple of high-growth
16 companies that have landed here. And so, there --
17 that's another reason and an immediate benefit of
18 having a visionary vision --

19 MR. AUDINO: That'd be good.

20 MR. OLSON: -- is that it communicates that
21 we're -- we're open and very receptive and a place
22 for those kinds of ideas and entrepreneurs to be
23 comfortable and we're at that kind of a community
24 here.

25 MR. AUDINO: Collectively, do you think -- and

1 I know that the dynamics of this group is going to
2 change here in the next month or two, I get that.
3 But at this moment in time, collectively do you
4 think you have the mindset of being open and
5 willing to pursue and facilitate some of the cool
6 stuff that you're talking about here? Do you want
7 to be a --

8 MS. GREEN: Yeah.

9 CHAIRMAN MAGUIRE: I think so.

10 MS. LUDLOW: We totally do.

11 But I have another avenue that no one brought
12 up. And so what if the -- if in the future, you
13 know, it doesn't look like, you know, commercial
14 airlines are going to go or something like that?
15 What if the wave of the future is corporate jets,
16 right?

17 MR. AUDINO: Right.

18 MS. LUDLOW: This is where, you know, what I
19 think, when -- but we should be building corporate
20 hangars for corporate jets. If we had facilities
21 for corporate jets, nobody wants to get on the
22 airlines, they want to rent their own jet now.
23 That's the wave of the future, you know?

24 MR. OLSON: It sure is, yeah.

25 MR. AUDINO: Well, again, I think --

1 MS. LUDLOW: Can really make money on that.

2 MR. OLSON: Yeah, but they're doing really
3 well right now.

4 MS. LUDLOW: Yes.

5 MR. AUDINO: I made the statement -- Suzanne,
6 thank you for coming.

7 MS. GREEN: I'm sorry. My son's in town from
8 out of state, so I have --

9 MR. AUDINO: Enjoy the moment.

10 MS. GREEN: Thank you.

11 MR. AUDINO: Take care.

12 (Ms. Green exits the meeting.)

13 MR. AUDINO: I made the statement that from my
14 perspective and experience a vision statement
15 should not be specific. It should be broad and big
16 picture because you can't -- the moment you start
17 specifying, well, our vision is to build -- as an
18 example, build more hangars to accommodate
19 corporate aircraft, well, that's all you've got.

20 MR. WUELLNER: Goals.

21 MR. AUDINO: As opposed to, as Robert and
22 Justin particularly and then, Bob, tying into some
23 of your comments, as I hear you gentlemen speaking,
24 you know, it's about -- it's about
25 yet-to-be-determined technologies and/or cat --

1 being in a position and having the mindset and the
2 willingness to make whatever appropriate
3 infrastructure improvements are necessary to
4 accommodate a Grumman expansion or a vertical
5 takeoff and landing of whatever. I don't know. I
6 don't know what the possibility are.

7 If that's where you want to be, that's kind of
8 how the vision should be framed. And I didn't
9 write down or I didn't ask Ryan to write down what
10 you had said there, Justin. You said something
11 about aeronautics or aviation, and I apologize
12 because I -- it resonated with me when you said it
13 as a possible big picture sort of the vision for
14 this place, I mean.

15 MR. OLSON: The -- the reason that we can even
16 think about that versus maybe a lot of other
17 general aviation airports out there our size and
18 our operations is that we have that magic community
19 ingredient of people want to live here. They want
20 to move here. Talent wants to be here.

21 MR. AUDINO: Right.

22 MR. OLSON: And having worked in Denver in
23 a -- in the biotech industry, I'd be in California
24 and people would -- you know, clusters of great
25 talent, but they were all asking about the

1 opportunities to live in Denver. They wanted to --
2 because of the livability and attraction that
3 Denver had at that time. So Californians kept
4 moving into Denver.

5 So I think we also have this attraction for
6 talent people are very enthusiastic about the idea
7 of re -- relocating here or basing themselves here.
8 And talent is mobile these days.

9 MR. AUDINO: Correct.

10 MR. OLSON: And that's what would drive some
11 of the things we're talking about now.

12 MR. AUDINO: I'm curious. It may have been
13 you, Bruce, somebody spoke about your connectivity
14 or the local economic development. I don't know
15 what your organization is here that spearheads
16 economic development, but is that -- are there a
17 list of targeted industries for this region that
18 your economic development organization is -- is
19 aggressively pursuing or proactively pursuing? Do
20 you guys know? Or --

21 CHAIRMAN MAGUIRE: I don't know of targeted
22 industries. Maybe the --

23 MR. AUDINO: Or business sectors.

24 CHAIRMAN MAGUIRE: Maybe a business sector,
25 but I don't know about a targeted industry.

1 MR. AUDINO: Okay. So not a specific
2 industry, but --

3 MR. OLSON: The county is -- the county is
4 planning to update its economic development plan or
5 strategy this year, actually. I think if there's
6 money in the budget.

7 CHAIRMAN MAGUIRE: Just to put it in
8 perspective, back in 2000, the commercial
9 opportunities -- well, the commercial businesses
10 compared to residential homes and stuff like that
11 was about 8 percent.

12 MR. AUDINO: Can you elaborate on that? What
13 was --

14 CHAIRMAN MAGUIRE: That means that 92 percent
15 of all activity in the county was residential.

16 MR. AUDINO: Like building permit activity
17 or --

18 CHAIRMAN MAGUIRE: Everything.

19 MR. AUDINO: Everything.

20 CHAIRMAN MAGUIRE: Everything.

21 St. Johns County was a suburb of Duval County where
22 all the businesses operated out of --

23 MR. AUDINO: Okay.

24 CHAIRMAN MAGUIRE: -- okay? We tried back in
25 2002 to bring in more businesses. We got up to

1 about 10 percent. The goal was to eventually get
2 the real estate values or whatever we were looking
3 at in terms of comparison up to about 20 percent.

4 Well, I understand now that it may be around
5 15 percent or so -- I forgot the number. So we're
6 trying -- the county is trying to get rid of this
7 moniker we have of being a suburb of Jacksonville
8 where people live and go to work up there. We --
9 the county is trying to make it more of a
10 commercial supportive organization.

11 The reason for that's simple. It's tax
12 dollars. It's -- I don't know if it's -- I don't
13 know if it's the same. And I just go back in
14 history.

15 When I was a commissioner, for every dollar
16 revenue generated by real estate taxes on a home,
17 it cost about \$1.80 in taxes to support that. For
18 a business, for every dollar generated out of
19 revenue of ad valorem taxes and other taxes, it
20 cost about \$.80. So the idea is to get more
21 businesses in our community and drop that equation
22 down. I don't know what the numbers are now --

23 MR. AUDINO: Right.

24 CHAIRMAN MAGUIRE: -- but the concept is still
25 the same. It's cheaper to support a business than

1 it is a home --

2 MR. AUDINO: Right.

3 CHAIRMAN MAGUIRE: -- for the county.

4 So, going along with your -- what you're
5 talking about, there will be conflicts because this
6 county's always proudered -- prided itself on being a
7 place where you can come live and enjoy it without
8 the hectic pace of a Duval County or an Atlanta or
9 something like that. That's slowly changing.

10 MS. LUDLOW: We should close the highways so
11 they all can't get in and make them come in by air.

12 MR. AUDINO: I don't think that's what your
13 community wants.

14 CHAIRMAN MAGUIRE: Is that the vision?

15 MR. LUCETTE: Mike?

16 MR. AUDINO: Yes, Remy.

17 MR. LUCETTE: So, what Justin said earlier was
18 "Aviation excellence within reach."

19 MR. AUDINO: Yeah. Yeah, thank you.

20 MR. LUCETTE: And, yeah, just going back to
21 this, and I think it was interesting what you said
22 about you have -- you started by saying, you know,
23 what if it's a blue sky, we can picture 20 years
24 out.

25 It seems like there is -- providing a place

1 for -- that's within reach for the people who want
2 to come to St. Augustine or travel from
3 St. Augustine that's close, it's not near to an
4 international airport, and you have that proximity
5 that, you know, only you can have here. But then
6 you also provide a place for that aerospace
7 industry to be -- to be the best it can be, to be,
8 you know, the best version of itself here because
9 you have the space, you have the talent. So I
10 think, like you said, it can be --

11 MR. AUDINO: Right.

12 MR. LUCETTE: -- because you're covering --

13 MR. AUDINO: Right.

14 MR. LUCETTE: -- different things. So just to
15 remind you --

16 MR. AUDINO: No, I appreciate that. It's --
17 see, as I hear it -- and I know I'm biased, right?
18 But as I hear it, it's like, damn, that's pretty
19 cool. You're aviation excellence within reach,
20 right?

21 MR. LUCETTE: You said aerospace.

22 MR. AUDINO: Aerospace excellence, right?

23 MR. LUCETTE: Aviation or whatever.

24 MR. AUDINO: Yeah. I mean, that's pretty
25 broad. It's pretty encompassing. It's very

1 futuristic. It addresses all residents of the
2 region.

3 I'm -- again, I'm not trying to shove that
4 down your throat, but I'm just saying that's the
5 kind of -- when you articulate that and we talk
6 about a vision, that's what we're talking about as
7 well.

8 One other comment I just want to share with
9 you. You know, whether it's your kid or yourself
10 or your family or whatever, right, I always
11 distinguish between choice-based and chance-based
12 destiny.

13 You know, you can sit back and just let the
14 world come at you and whatever happens, happens,
15 right? Whatever -- whatever way the wind blows is
16 where you're going to go. Or you can be way more
17 purposeful than that and you can say this is where
18 I want to go. I don't know how I'm going to get
19 there, but I'm going to work like heck to get
20 there, right?

21 And that's in part what we're talking about
22 with respect to a vision as well. You don't have
23 all the answers. You don't know all the
24 technology. You know, as Justin eloquently stated,
25 the Wright Brothers in, you know, 1912 or whatever

1 year that was and then 60 years later, we're
2 landing a man on the moon. Who would have thought
3 that, right?

4 CHAIRMAN MAGUIRE: Okay. Michael, I have to
5 excuse for my meeting now.

6 MR. AUDINO: You may be excused. You have
7 other priorities.

8 MS. LUDLOW: Oh, boy.

9 CHAIRMAN MAGUIRE: Justin is running the
10 meeting.

11 MR. AUDINO: Okay. Justin's running the
12 meeting.

13 CHAIRMAN MAGUIRE: Okay. That's -- I was
14 going to say something, but you caught it.

15 MR. AUDINO: Thank you, Bruce.

16 MS. LUDLOW: I'll behave.

17 MR. AUDINO: Appreciate it, man.

18 (Chairman Maguire exits the meeting.)

19 MR. AUDINO: So we had talked about -- maybe
20 I'll take a step back -- a step back, just as a
21 reminder.

22 So with respect to a draft mission, everything
23 tonight will be draft or preliminary, right? The
24 mission statement, I think we're pretty close to
25 having that in place. The vision? I guess a

1 couple of thoughts.

2 Again, the one that we just talked about, the
3 aerospace excellence within reach. And what I'm
4 going to suggest is if you could give maybe Remy
5 and Ryan and I, you know, a few days to maybe take
6 some of your thoughts and put some things together
7 and -- so there's not just one draft or one
8 preliminary, but maybe a few for you to -- to move
9 along, is that -- is that okay with you guys?

10 Because I think --

11 MS. LUDLOW: We'd rather you give us several
12 options. So we'd rather you brainstorm it.

13 MR. AUDINO: Instead of a white sheet of
14 paper, right?

15 MS. LUDLOW: Yeah, right.

16 MR. AUDINO: Yeah, I get that, too.

17 But I think -- or I feel like we've heard you
18 or we maybe not completely understand, but I think
19 we pretty well do understand where you're all
20 coming from.

21 And again, I'll say the same thing as I said
22 with respect to the mission statement. Whatever
23 the vision becomes, it's not so much your ability
24 to memorize it and articulate it just like that in
25 the elevator, it's the ability to explain what --

1 say it's "Aerospace educ- -- or "Aerospace
2 excellence within reach," what does that mean,
3 all right?

4 And there will be some level of specificity,
5 but there will be a whole lot of, as I said
6 earlier, aspirational elements to that out there,
7 man. I don't know what's available, but we're
8 ready for it. We're going to be ready for it.
9 We're going to be responsive to it, that kind of
10 thing. So, are you okay with that?

11 MS. LUDLOW: Sounds good to me.

12 MR. OLSON: Well, I -- I just -- if we are
13 using just the words that you restated just now,
14 Michael, are -- you know, that's economic -- that's
15 pure economic development oriented. But what
16 about, you know, transportation and all of that
17 that people look to for our airport --

18 MR. AUDINO: Right.

19 MR. OLSON: -- and want to see part of the
20 vision?

21 MR. AUDINO: Well, I think -- Robert, I
22 appreciate that because maybe I wasn't clear, is
23 that what I see us doing is taking the comments
24 that you've already made.

25 MR. OLSON: Yeah.

1 MR. AUDINO: There's one that we've kind of --
2 I've -- I'll take responsibility for that, I've
3 kind of globbed onto, right, but we will take the
4 other inputs and formulate a couple of three more
5 perhaps.

6 MR. OLSON: And if I could just share an
7 observation for --

8 MR. AUDINO: Sure.

9 MR. OLSON: -- everyone that's remaining right
10 now. I went online today to look at airport vision
11 statements --

12 MR. AUDINO: Okay.

13 MR. OLSON: -- and it's interesting. Many
14 airports seem to have mixed up what we're talking
15 about here as a mission statement versus a vision.
16 But the vision -- vision examples of various
17 airports go from five words to a paragraph.

18 MR. AUDINO: What's the five-word one?

19 MR. OLSON: The five-word one is Edmonton,
20 Alberta, "More flights to more places," period.

21 MR. AUDINO: If I could hold a quick thought
22 there. It doesn't say commercial air service, does
23 it? It says "More flights to more places,"
24 which --

25 MR. OLSON: More places.

1 MR. AUDINO: -- one could interpret --

2 MS. LUDLOW: More flights to more places.

3 MR. AUDINO: -- as a final --

4 MS. LUDLOW: General aviation --

5 MR. OLSON: It sounds like it's get -- people
6 wanted to get out of Edmonton to where they could
7 go. Because Jackson airport, which I don't have,
8 Jackson Mississippi airport I always thought had a
9 really elegant one, "Connecting Jackson to the
10 world and the world to Jackson."

11 MR. AUDINO: Yeah.

12 MS. LUDLOW: That's good. We could come up --

13 MR. AUDINO: What did you say, Remy?

14 MS. LUDLOW: What do you call those logos?

15 MR. LUCETTE: I was going to say we're still
16 ahead a little bit on time if we want to take ten
17 more minutes because we --

18 MR. AUDINO: Okay.

19 MR. LUCETTE: -- made it through that.

20 I think Justin had a very good concept of blue
21 sky. And I heard a little bit from Reba and from
22 Bob as to their thoughts, but maybe just going
23 along that line with the blue sky, what -- what
24 would be something that would come to your mind,
25 Bob, or to your mind, Reba? And we can take a

1 couple of minutes maybe to write it down. You see
2 what I'm saying? I think it was a great
3 steppingstone about a vision.

4 You mentioned something which I think was
5 aviation is changing and, you know, how do we
6 position ourselves for this? But if you have other
7 thoughts that we could try to integrate in our
8 thought process. Blue sky.

9 MR. AUDINO: Yeah.

10 MR. LUCETTE: If there's -- if there's
11 nothing -- there is no Northrop Grumman, there is
12 no flight school today, there is no T-hangars, blue
13 sky for this authority, if you want to be the best
14 airport for the community, what would be the vision
15 you can think of?

16 MS. LUDLOW: Interesting. You know, I
17 would -- the way I think about it is that we can
18 say we've been here -- who was the first one to
19 come over here? Not Magellan. Who --

20 MR. WUELLNER: Menendez.

21 MS. LUDLOW: Ponce de Leon.

22 MR. LENDA: Ponce de Leon?

23 MS. LUDLOW: Yeah. You know, like, you know,
24 we're following in his footsteps. We -- we are
25 moving forward, something like that. Let me think.

1 I -- I would like to tie it in with the
2 heritage. That is what I would like to tear it in.
3 I would like the airport and the city and the
4 communities and the schools, the architecture, I
5 would like everything, you know, to be like
6 encapsulated into a -- a, what -- what's a better
7 word for heritage?

8 MR. OLSON: You mean our history?

9 MS. LUDLOW: I mean everything.

10 MR. LENDA: Something with the Fountain of
11 Youth.

12 MS. LUDLOW: From our -- from St. Augustine
13 beginning to, you know, where the Spanish came
14 over, you know. Then I think it should all be
15 in -- encompassed all together from that time
16 forward. The -- I have to think on it. Help me,
17 Andrew.

18 MR. AUDINO: What would you say -- build on
19 that and look forward, what's the look forward
20 incorporator?

21 MS. LUDLOW: Well, I mean that look -- are we
22 talking about aviation or the city, the county, or,
23 you know -- I guess moving out -- you know,
24 having -- sharing and moving out with our -- our --
25 not our background. The -- the first people that

1 came over. That's what I'm trying to think about.

2 MR. AUDINO: So you're looking -- if I'm
3 hearing, you're looking to build a bond -- you used
4 the term "heritage" several times, but --

5 MS. LUDLOW: Yes, yes. I would like to, you
6 know, like build a bond from, you know, as
7 St. Augustine began and as it grew and, you know,
8 keep coming up with that and incorporating like the
9 school names and the airport name and conference
10 center name that we tried. Things like that.

11 MR. OLSON: Yeah, I mean, it's interesting you
12 should -- I always thought that one of the names
13 for this airport would be First Coast Regional
14 Airport.

15 And when you go into our terminal, if we had,
16 you know, really active passenger flights now,
17 having things in that terminal that suggested the
18 kinds of things you're talking about, the history
19 of our region and all.

20 MS. LUDLOW: Yeah. I think -- and -- and it
21 could be a draw, you know, for the city, The
22 Visitors & Convention Bureau, you know, things like
23 that. There are so many things we could have --

24 MR. OLSON: It's identity of our area.

25 MS. LUDLOW: Yes, thank you.

1 MR. AUDINO: So I'm --

2 MS. LUDLOW: That's all I can think of.

3 MR. AUDINO: I was looking at my notes of my
4 conversation with Suzanne and she made the comment
5 to me during our phone conversation that, you know,
6 she's been on the board on and off for 20-something
7 years.

8 MR. OLSON: Yeah.

9 MR. AUDINO: And in 2000, she said -- or when
10 she -- when she first was appointed in 2000, there
11 was no terminal, no tower, no Customs here, right?
12 That's 22 years ago now, right, plus or minus.

13 Just kind of made me wonder and wonder still.
14 Well, was there a vision for that to occur at some
15 point in time or did that just happen? I've got to
16 believe that somewhere several folks like
17 yourselves said, Huh, I've got an idea, I've got a
18 dream, and part of that dream means I need a
19 Customs facility and I need a terminal and I need a
20 tower, right?

21 Just saying you're here today not because --
22 it wasn't chance, I don't think. I believe there
23 was choice involved in that, right? And kind of
24 Remy's question or comment about, so this blue sky
25 term that Justin teed up, it was great, right?

1 It's -- what does it mean to you as it relates to
2 the vision for this place?

3 MR. MIRGEAUX: I like Reba's, where she's
4 talking about history of the region.

5 MR. AUDINO: Uh-huh.

6 MR. MIRGEAUX: And, you know, so many people
7 forget. They think our country was, you know,
8 founded when the pilgrims landed in the northeast.
9 That's not true. The first Europeans settlers,
10 they landed right here and, you know, a hundred
11 years before the pilgrims. So --

12 MR. AUDINO: Right.

13 MR. MIRGEAUX: -- what did we just celebrate,
14 our 450th bicent- -- whatever centennial
15 celebration? You know, maybe we're -- but they're
16 explorers and they came here first. So what we
17 want to be is, you know, a launching point for the
18 next exploration.

19 So I don't know if you can incorporate that
20 into either the mission or the vision or the
21 objects in the terminal, in the passenger terminal,
22 or the names that we use -- we use to call things,
23 but exploration seems to me like that's something
24 we should -- it's unique to this area and something
25 that we could lean heavily on.

1 MR. AUDINO: So when you say launching point
2 for the new exploration, I think, or something to
3 that effect was your statement, Justin?

4 MR. MIRGEAUX: Yeah.

5 MR. AUDINO: The new -- the new exploration
6 component of that, does that tie back into things
7 you mentioned 20 minutes ago that --

8 MR. MIRGEAUX: Yeah. They -- it could be.
9 You know, it's airports, they, you know, inspire
10 travel --

11 MR. AUDINO: Right.

12 MR. MIRGEAUX: -- just by their function and
13 you know traveling, exploring kind of one and the
14 same thing. That's how we -- you know, it's also
15 part of -- you know, this is a place where people
16 want to live. We talked to some of that.

17 But increasingly, the airport, I think we can
18 leverage our spot here, the real estate and then
19 also, you know, our tenants into a place where they
20 also, they work here, too. And when they live and
21 they work here, they can play here. I think the
22 tourism, that's -- the tourism folks, that's live,
23 work, and play.

24 MR. AUDINO: Yeah.

25 MS. LUDLOW: Oh, okay.

1 MR. MIRGEAUX: That's their thing, so...

2 MR. AUDINO: If you strengthen those
3 relationships with those people, they too may --
4 there's entrepreneurs in that mix as well --

5 MR. MIRGEAUX: Yeah, for sure.

6 MR. AUDINO: -- with ideas and dreams and
7 aspirations.

8 MS. LUDLOW: When we built the conference
9 center -- was it '02, you said? We had a committee
10 to name the conference center and we had some --
11 what would you call Mary Willis? I mean, her
12 family's been here since --

13 MR. OLSON: Oh, yeah. I met -- she served on
14 the Cultural Resources Review Board.

15 MS. LUDLOW: Yeah. And we met for weeks and
16 months, you know, coming up with names that would
17 be indicative of our heritage and our --

18 MR. OLSON: For this building.

19 MS. LUDLOW: For this building, right.

20 MR. OLSON: Oh, okay.

21 MS. LUDLOW: Do you rem- -- I have them
22 written down --

23 MR. WUELLNER: Uh-huh.

24 MS. LUDLOW: -- but someone else decided it
25 should just be called The Conference Center.

1 MR. OLSON: Oh. Generic.

2 MR. AUDINO: Yeah, right?

3 MS. LUDLOW: Right.

4 MR. OLSON: Okay.

5 MS. LUDLOW: But I was trying even then to try
6 to get the Spanish names and spirit, Spanish
7 architecture and our heritage in.

8 MR. AUDINO: So, Robert, I'll put you on the
9 spot a little bit. Back to Justin's blue sky term,
10 when you hear that, what comes to mind with respect
11 to this authority, this airport, and the future?

12 MR. OLSON: I'm not sure I can add to any of
13 that right now.

14 MR. AUDINO: That's okay. All right. I know
15 I put you on the spot.

16 MR. OLSON: I don't have an immediate --

17 MR. AUDINO: I appreciate that.

18 MR. OLSON: I don't have an immediate thought
19 right now about that.

20 MR. AUDINO: Okay.

21 MR. WUELLNER: Maybe a couple of observations.

22 MR. AUDINO: Sure.

23 MR. WUELLNER: First of all, I don't think --
24 don't get wound up with the idea it has to be a
25 sentence. It might be just some key words that

1 are -- are used to describe the vision.

2 So, I think an alternate approach to maybe
3 getting there, not necessarily today, but think of
4 the single words that instead of creating
5 paragraphs and sentences over -- explaining the
6 idea of history, as an example -- and, Reba, what's
7 the single word you can come to that encapsulates
8 that -- that thought and throw it out? I just --
9 listening to you guys, I came up with explore,
10 engage, inspire.

11 MS. LUDLOW: Okay. Very good.

12 MR. WUELLNER: It's three words.

13 MS. LUDLOW: Yes.

14 MR. WUELLNER: Probably three better words out
15 there. I'm just -- listening to what you guys were
16 saying, I mean --

17 MS. LUDLOW: And that's what we need to kick
18 around.

19 MR. WUELLNER: -- rather than --

20 MR. AUDINO: Right. Wordsmithing and all
21 that.

22 MR. WUELLNER: -- wordsmithing it to death.

23 MR. AUDINO: Yeah. No, I appreciate you
24 saying that. That's great. Again, that ties in to
25 what I've said a couple of times. Not being able

1 to explain -- what'd you said --

2 MR. WUELLNER: Yeah.

3 MR. AUDINO: -- explore, engage, inspire or --

4 MR. WUELLNER: Explore, engage -- whatever.

5 MS. LUDLOW: Very good. Some people, that's
6 their job. They really know how to, you know, pick
7 out those things.

8 MR. AUDINO: Well, and again and I'll say it
9 for like the umpteenth time now, what's more
10 important -- I believe what's more important than
11 the exact words is your ability to explain what
12 those words mean.

13 And there needs to be consistency among
14 you-all, right? Here's what it means, right? And
15 be able to explain that to the local rotary club
16 when you make a presentation --

17 MR. OLSON: Are we --

18 MR. AUDINO: -- or to your friends at a
19 cocktail party.

20 MR. OLSON: Are we still on vision?

21 MR. AUDINO: Yeah, we are.

22 MR. OLSON: Okay. I'm just wondering because,
23 again, we need to be aspirational --

24 MR. AUDINO: Right.

25 MR. OLSON: -- in the vision statement.

1 MR. AUDINO: Right.

2 MR. OLSON: Okay.

3 MR. AUDINO: I sense it would be appropriate
4 maybe for a little break.

5 MR. LUCETTE: Agree.

6 MR. AUDINO: How are we doing on time?

7 MR. LUCETTE: Doing great.

8 MR. AUDINO: Okay. You guys want to take like
9 a ten-minute break to catch some fresh air and
10 gather your thoughts?

11 MR. OLSON: And then what are we doing next?

12 MS. LUDLOW: That was my question.

13 MR. AUDINO: Values would be the next thing.

14 MR. OLSON: Oh, that will be easier.

15 MS. LUDLOW: We won't have to think?

16 MR. AUDINO: One would think so, yes.

17 MR. OLSON: Values is a list, right? A
18 bulleted list, right?

19 MR. AUDINO: Yes.

20 MR. OLSON: Okay.

21 MR. AUDINO: So we're going to 5:55.

22 MR. LENDA: Ten minutes.

23 MS. LUDLOW: Okay.

24 MR. AUDINO: Okay.

25 (Recess had.)

1 MR. AUDINO: So the third element we're going
2 to talk about tonight, I want you to talk a little
3 about, are your values. And as it says here on
4 the -- on the slide, you know, the values should --
5 they're -- really the way I would argue at a
6 personal level -- although we're not here to talk
7 about your personal values, but at a personal
8 level, your value should guide all your
9 decision-making and the same with respect to your
10 professional decisions as well.

11 What we talk about here is how -- how do you
12 treat your external -- or your stakeholders,
13 whether those are external customers, whether those
14 are employees? And how do you want to be viewed by
15 people? You know, when people think of this
16 authority, what are some of the characteristics
17 that you want -- you want to be top of mind for
18 them, right? We offer some examples here from the
19 Greenville-Spartanburg Airport. From safety and
20 security, excellence, and innovation were the --
21 the values that they logged on to.

22 In my conversations with you, I asked each of
23 you, you know, a similar -- similar question, you
24 know, how did you want to be viewed. And here are
25 your -- here are your inputs. And again, no right,

1 no wrong, these are your -- your responses.

2 You want people to look at you -- you want to
3 be open-minded. You want to operate like a
4 business. You want to be consistent in your
5 decision-making. You want to make the best
6 decisions for everyone. You want to be credible or
7 viewed as credible. You want to treat everybody
8 fairly. You want to be incremental in your -- in
9 your approach and you want to be proactive. Those
10 were -- those were the inputs that I received from
11 you guys.

12 So, kind of back to similar approach to that
13 very first slide I showed you two hours ago, when
14 you -- when you see this list and think about this
15 list, I know some of them came from the three of
16 you, I know, but what -- what do you think about?
17 What thoughts does that cause you -- come to mind?
18 Does it say things like, oh, heck yes, this is us,
19 man. This is either how we are now or it's how I
20 wish we were or I need more explanation of what
21 this one might be. Just -- just give me some
22 feedback to -- to this list here.

23 MS. LUDLOW: Justin.

24 MR. AUDINO: And, Reba, again I know you did
25 not have an opportunity for input, so --

1 MS. LUDLOW: I know. I was neglected.

2 MR. OLSON: I don't know what incremental
3 means there.

4 MR. AUDINO: I think what that means is as you
5 approach progress and growth and projects, you
6 know, it's not like you -- it's don't do every --
7 try to do everything at once. It's like, kind of
8 framing it within the context of this conversation,
9 if this is our vision, we are going to slowly but
10 surely incrementally move towards achieving that.

11 MR. OLSON: Well, slowly, I don't know, you
12 know --

13 MR. AUDINO: Okay. So maybe "slowly" is the
14 wrong word. Steadily move towards that.

15 MR. OLSON: Isn't there a -- being responsive
16 and results-oriented would be -- could be different
17 for -- in conflict with being increment --
18 incremental, doesn't that seem like you're plodding
19 along and you're --

20 MR. AUDINO: It could be interpreted that way,
21 yes.

22 MR. OLSON: -- you're not being as responsive,
23 you're not actualizing things as quickly as --

24 MR. AUDINO: It could be viewed that way, and
25 that -- let me go back a slide here real quick.

1 So you see here with the
2 Greenville-Spartanburg Airport when they say, with
3 excellence -- it's just not a word. It's "We are
4 committed to ensuring excellence in all that we
5 do." Same with innovation.

6 MR. OLSON: Yeah.

7 MR. AUDINO: "We embrace innovative solutions
8 and are always ready for change," right?

9 So I think it would behoove you/us to, you
10 know, once we had a -- maybe a smaller list of
11 values that were important to you, is to put some
12 explanation around those, right? So that you know
13 what they mean, so future board members know what
14 they mean, so that your community knows what they
15 mean.

16 MR. OLSON: Well, airports have safety in
17 their -- most of them, I mean, it's a big issue.

18 MR. AUDINO: Right.

19 MR. OLSON: It's a big deal to organize around
20 the con -- the idea of safety at an airport.

21 MR. AUDINO: Okay.

22 MR. OLSON: You know, we -- this board has had
23 a lot of discussions with its stakeholders this
24 past year about safety.

25 MR. AUDINO: Okay.

1 MR. OLSON: So that --

2 MR. AUDINO: So --

3 MR. OLSON: -- if we're looking at sort of
4 core values --

5 MR. AUDINO: Right.

6 MR. OLSON: -- how we do our business --

7 MR. AUDINO: Safety would be one that you
8 would put up there.

9 MR. OLSON: Oh, yeah.

10 MR. AUDINO: Yeah, for sure.

11 MR. OLSON: I mean, just based on -- just
12 learning from the discussion around the --

13 MR. AUDINO: Yeah. Okay. Reba, what are you
14 thinking?

15 MS. LUDLOW: Well, I'm looking at credible,
16 and that kind of goes along with treat everyone
17 fairly. And part of that, you know, I think we
18 need to be a little more specific.

19 Like I think the Airport Authority should be
20 more active in the admin decisions, and I think
21 credible could incorporate leases and favoritism
22 and things like that. I think it should be a
23 little more specific. Treat everyone fairly --

24 MR. AUDINO: Right.

25 MS. LUDLOW: -- I'm fine. Incremental, I got

1 it. Proactive --

2 MR. AUDINO: Do any of those jump at you and
3 say, yeah, that's -- that's us, that's how I for
4 sure want us to be?

5 MS. LUDLOW: Well, what I looked at is, yes,
6 we're open-minded to commercial airlines and
7 general aviation alike.

8 MR. AUDINO: You're open-minded to everybody,
9 right?

10 MS. LUDLOW: Yes.

11 MR. AUDINO: Okay.

12 MS. LUDLOW: And --

13 MR. AUDINO: So let me -- let me ask you this.
14 Consistency and decision-making, I consider that,
15 yeah, that's important. Opinion, are you that way
16 now? And I'm not sure what that actually means,
17 truth be told, but do you feel like you're
18 consistent in your decision-making?

19 MS. LUDLOW: More or less. We're really
20 hampered with Sunshine Law, so we can only talk,
21 you know, in public.

22 MR. AUDINO: Right.

23 MS. LUDLOW: So you have to say -- but, you
24 know, what this animal you're speaking of today
25 isn't the same animal in eight weeks.

1 MR. AUDINO: Can you elaborate on that?

2 MS. LUDLOW: Yes. Because it will be a
3 different board in eight weeks, more or less. So
4 you can't really --

5 MR. WUELLNER: You'll know who. You'll know
6 who. It won't change till January, but yeah, your
7 point's still there.

8 MR. AUDINO: Right, right.

9 MR. OLSON: Well, we don't want to be
10 inconsistent in decision-making, so I mean, I -- I
11 mean, it's such a fundamental thing about working
12 logically that it's almost like it doesn't even
13 need to be -- be there as one of our stated --

14 MR. AUDINO: Can I turn the screen blank
15 without breaking everything? If I could, I'd like
16 to do that. So look that way or something. Take a
17 moment. You've got a piece of paper there, right?
18 Ignore what's up there.

19 I mean, if I were to say to you, and I will
20 say this to you, take a minute or two and think
21 about what's most important to you and this
22 authority from a values perspective and write down
23 your top three.

24 MS. LUDLOW: Value, like as -- the values we
25 want to be viewed.

1 MR. AUDINO: Correct.

2 MS. LUDLOW: As we want --

3 MR. AUDINO: As you want people to view you.

4 Thank you. Ask and I shall receive.

5 MR. LUCETTE: Easier to turn it off.

6 MR. WUELLNER: Comes up in our responsive
7 category.

8 MS. LUDLOW: I don't know how to spell --

9 MR. AUDINO: And you would do that for
10 everybody, right?

11 MR. WUELLNER: We're happy to pull the plug.
12 Maybe I stated that wrong.

13 MR. AUDINO: No, that's good. Maybe I've
14 forgotten the way, so...

15 (Pause in the proceedings.)

16 MS. LUDLOW: Feel like we should be
17 (indicating) like on "What's My Line?" or
18 something.

19 MR. AUDINO: Let's talk a little bit about
20 what you guys have. I appreciate everybody was so
21 diligent with their pens and writing and stuff.

22 Reba, what do you -- what do you have? I
23 know, I want to give you full opportunity. I don't
24 want to be accused of closing the door on you.

25 MS. LUDLOW: Okay.

1 MR. WUELLNER: Three words or less.

2 MR. AUDINO: I just met her.

3 MR. WUELLNER: I'm kidding.

4 MS. LUDLOW: Okay. So, number one, I put an
5 honest rep -- how do I want to be viewed as an
6 Airport Authority board member.

7 MR. AUDINO: Sure. Let's --

8 MS. LUDLOW: An honest representative of both
9 tenants and businesses.

10 MR. AUDINO: Okay.

11 MS. LUDLOW: Making fair decisions. Involved
12 in all aspects of the airport. No favoritism.
13 Flexible in each case. And have integrity.

14 MR. AUDINO: I may have to ask you to write --
15 read those again.

16 MS. LUDLOW: I don't think I can read my
17 writing. I would like to be viewed as, yes, an
18 honest representative of both -- of GA -- of
19 tenants and businesses.

20 MR. AUDINO: Okay.

21 MS. LUDLOW: I'd like to be known as making
22 fair decisions.

23 MR. AUDINO: Okay. So fair decisions.

24 MS. LUDLOW: That's -- I'm not going further
25 with that.

1 MR. AUDINO: Okay.

2 MS. LUDLOW: I might say some things. I would
3 like to be known as being involved in all aspects
4 of the airport. That means tenants, businesses,
5 taxiways, runways, restaurant, everything.

6 MR. AUDINO: Okay.

7 MS. LUDLOW: I'd like to be known as no
8 favoritism.

9 MR. AUDINO: Okay --

10 MS. LUDLOW: And I'd like to be flexible,
11 known as being flexible --

12 MR. AUDINO: Okay.

13 MS. LUDLOW: -- in each case, necessary cases.
14 And that I have integrity.

15 MR. AUDINO: Okay. Thank you. Thank you.
16 Justin, would you like to share?

17 MR. MIRGEAUX: I put -- so this is interesting
18 because I think for a mission statement and vision
19 statement or how we captured that, there was some
20 debate and discussion as to whether or not it was
21 the airport we were talking about or the board.
22 But I think this one -- clearly this is -- for
23 values, this is the board or as a board member.

24 So I just wrote down sound judgment, like how
25 I want to be viewed, that I exercise sound

1 judgment. Forward-looking. I think you had
2 proactive on your list. So it's -- proactive is
3 probably better, I don't know, but either one could
4 work. They're essentially the same thing.

5 And then I wrote this down cause this was
6 like -- leave it better than you found it. And
7 it -- and I think it really encapsulates with like
8 stewardship. And it's about, all right, well, you
9 know, all of us are essentially operating --
10 occupying temporary seats here. And you mentioned
11 that, you know, in eight weeks we're -- it's going
12 to be new people here. But I think that if you
13 want to -- what should be consistent is, is that
14 they should and will most likely want to leave this
15 place better than they found it. So -- and I think
16 that that's essentially what it is, stewardship.

17 MR. AUDINO: Thank you. Appreciate that.
18 And, Robert, what do you have to add?

19 MR. OLSON: Well, I -- I agree with everything
20 that's been listed by the other two board members.
21 I have -- and maybe I've overlapped a couple of
22 them.

23 I have visionary, customer-oriented, public
24 servants, assuring safety, value our staff, reflect
25 excellence in all we do, set high standards,

1 action-oriented, accountable, and transparent.

2 MR. AUDINO: When Ryan finishes and I'll
3 probably have to ask you to see what he has and
4 help us fill in the blanks.

5 MR. LENDA: Visionary, customer-oriented,
6 value --

7 MR. OLSON: Its public -- public servants.

8 MR. LENDA: Public servants.

9 MR. OLSON: And I had to put in the safety --
10 assuring safety. I guess that's -- every aspect of
11 the words that apply to an airport.

12 MS. LUDLOW: I think I wrote down that one.

13 MR. OLSON: Oh, you have safety, okay. Value
14 our staff, do you have that?

15 MR. LENDA: Value your staff, yeah. High
16 standards.

17 MR. OLSON: Reflect excellence in all we do.
18 That's it. Action results oriented. Accountable
19 and transparent.

20 MR. LENDA: Got it.

21 MR. AUDINO: Thank you. I'll wait till Ryan
22 gets that up there.

23 You know, the challenge is, no matter what we
24 have on that list, whether there's 25 or however
25 many are there, whether there's three, again, is

1 making sure we understand what we mean by the
2 terms, right? And that's because values -- value
3 statements and values can be very subjective.

4 You know, what's transparent for you, Robert,
5 may not be transparent for me, and what's visionary
6 for Justin may not be visionary for Reba, and
7 that's why it's important that once we get the list
8 narrowed down, that we have some conversation, make
9 sure we also understand.

10 And to get back to the -- which you guys have
11 mentioned several times now, when we have this
12 meeting two months from now or three months from
13 now, there will be different players around the
14 table, right?

15 MS. LUDLOW: Right.

16 MR. AUDINO: Exactly. And so we need to take
17 that into consideration as well. As you look at
18 that list, any surprises up there?

19 (No response.)

20 MR. AUDINO: Any surprises as far as what's
21 not up there? Like you would have though, jeez, I
22 would thought somebody would have said, fill in the
23 blank?

24 MS. LUDLOW: It's because it's so late, we
25 can't think very fast.

1 MR. LUCETTE: Michael, I was -- I was
2 listening to the different ideas.

3 MR. AUDINO: Uh-huh.

4 MR. LUCETTE: It sounded to me like what Bob
5 said about excellence in all we do really captures
6 several items. Assuming that Bob was referring to
7 excellence in all we do as the board, as board
8 members, I think integrity is part of that. Making
9 fair decisions is part of that. No favoritism.
10 All of these essentially become like having a, you
11 know, best in class board member attitude.

12 And so I don't if maybe there's a way to
13 consolidate some of those statements under
14 something like that, if that's what Bob meant.

15 MR. AUDINO: Well, I think you bring up a
16 great point, Remy, is that some of those are
17 characteristics of --

18 MS. LUDLOW: Some of them overlap, mean the
19 same thing.

20 MR. AUDINO: Yeah. While I appreciate Reba's
21 I think half-joking half-serious comment that the
22 mind isn't functioning quite as well now as it did
23 two hours ago, you know, I don't want to -- I don't
24 want to force things.

25 I mean, that's a pretty lengthy list for sure,

1 right? I'm not saying any -- and, you know, you
2 get into that subjective conversation: Well, is
3 this one better than that one? I don't know.

4 So, picking up on Remy's comment, what do you
5 think -- and I'll ask Remy and Ryan what you --
6 what do y'all think if we try to not now with you
7 maybe, but what if we attempted to combine, not
8 eliminate, but, you know, see if -- go through the
9 list with fresh eyes and say, oh, yeah, these seem
10 to fit together and these seem to fit together and
11 these seem to fit together and do it -- process the
12 information that way and then send that back to you
13 and then we can discuss the next time? Is that --
14 if that's --

15 MR. LUCETTE: It's absolutely a possibility.
16 When we talk about the values, like you mentioned,
17 it's not necessarily three words: Safety,
18 excellence, and standard. It's a word that we then
19 describe with a couple of sentences.

20 MS. LUDLOW: Yes.

21 MR. AUDINO: Right.

22 MR. LUCETTE: So there will be some -- some
23 additional meat around that word. It's not going
24 to be a dry -- a dry word, if you see what I mean.
25 So we could -- we could absolutely take these and

1 try to, you know, use certain words and add to
2 them, augment those words with some context around
3 them.

4 MR. AUDINO: Right.

5 MS. LUDLOW: Sure. You could bring that --

6 MR. OLSON: So the next board workshop is in
7 December.

8 MR. LUCETTE: Correct.

9 MR. OLSON: And that's with the folks -- or
10 the main feature of that is setting priorities; is
11 that right? Is that the priority setting one?

12 MR. LUCETTE: That's correct. So --

13 MR. OLSON: So we don't want to -- I mean, I'm
14 just saying, just imagine what we do at that -- we
15 don't want to spend a lot of time doing this if we
16 need to be dealing with priorities.

17 MR. LUCETTE: Correct.

18 MR. OLSON: Just an observation.

19 MR. WUELLNER: Well --

20 MR. LUCETTE: Go ahead, Ed.

21 MR. WUELLNER: No, I was just going to make
22 the observation, you know, you're not going to be
23 able to do decision-making at workshops. So --

24 MR. OLSON: Yeah, I said setting priorities.

25 MR. WUELLNER: Yeah.

1 MR. OLSON: Discussing --

2 MR. WUELLNER: Once this is distilled --

3 MR. OLSON: Yeah.

4 MR. WUELLNER: -- and I wasn't really going
5 for that, but I mean once you get verbiage or close
6 to verbiage, if you're looking to adopt that --

7 MR. OLSON: Bring it into a board meeting.

8 MR. WUELLNER: -- to become as part of an
9 agenda item versus the workshop --

10 MR. OLSON: Yeah, good point.

11 MR. WUELLNER: You can develop the ideas
12 freely in this forum.

13 MR. OLSON: Yeah. Good point, yeah.

14 MR. LUCETTE: So, Bob, I think what we wanted
15 to do in terms of timeline is take this, work on
16 it, take it back. We'll brainstorm with listing
17 with the strategic planning team as well, and then
18 we'll submit that as a document, a memo, to the
19 board. The board can review, provide feedback as
20 needed. And then eventually with that feedback,
21 we'll refine the vision, the mission, the values.

22 We will submit it before the end of the
23 project, so it might be in January. We will have
24 to submit it to you at a board meeting for
25 acceptance. And then -- so, but at the December

1 workshop, we won't be focusing on that. But
2 hopefully we'll have at least a few options for the
3 vision, for a mission that start aligning with what
4 the board has told us.

5 MS. LUDLOW: I think you've made great
6 headway.

7 MR. LUCETTE: I agree.

8 MS. LUDLOW: I mean, I feel very good about,
9 you know -- that you guys really understand, you
10 know, where we're going and what we really want,
11 and that's critical.

12 MR. LENDA: Well, really thanks to all of you,
13 your feedback.

14 MR. AUDINO: Absolutely.

15 MS. LUDLOW: So November -- when is the
16 next --

17 MR. WUELLNER: November 14.

18 MR. LUCETTE: November 14th would be your
19 board briefing.

20 MS. LUDLOW: November 14th?

21 MR. WUELLNER: Just a board briefing.

22 MR. LUCETTE: Correct.

23 MS. LUDLOW: Oh, board briefing, okay.

24 MR. WUELLNER: It will be at your meeting,
25 your regular meeting.

1 MS. LUDLOW: And then -- and December 14th is
2 our regular meeting.

3 MR. WUELLNER: I don't recall. I don't know
4 if that's -- is December 14th --

5 MS. LUDLOW: Yeah.

6 MR. WUELLNER: I know November.

7 MR. AUDINO: Well, I'll let you look that up
8 and I'll --

9 MR. WUELLNER: You've got a board meeting
10 November 14th and then December 12th.

11 MS. LUDLOW: Oh, okay. Thank you.

12 So, Ed, let me ask you. After -- when they
13 win the election, the -- the new board cannot vote
14 on anything or offer any conversation or opinions
15 until after January when they're installed.

16 MR. WUELLNER: All I can tell you is
17 historically with new members or members elect, we
18 have invited them to the table, so to speak, to
19 participate in conversation. They have no
20 authority to vote until they're in office, which
21 wouldn't happen till January.

22 MS. LUDLOW: Okay. They can't do anything --

23 MR. WUELLNER: That's what we've done for 20
24 years plus, so I would expect that would probably
25 be the direction. You'll be kind of spearheading

1 that conversation when it does happen at the next
2 meeting because Bruce will be gone by then. He's
3 literally just got till early next week and he's
4 off the board, so...

5 MS. LUDLOW: So then in December -- in
6 January, the first -- the first order of business
7 is -- who installs the -- I have already forgotten.

8 MR. WUELLNER: Who --

9 MS. LUDLOW: Who -- Doug.

10 MR. OLSON: Doug does the swearing in.

11 MS. LUDLOW: Doug does the swearing in.

12 MR. WUELLNER: Doug will do the swearing in,
13 but it's -- it's perfunctory because technically
14 you don't need to be sworn in.

15 MS. LUDLOW: Right.

16 MR. WUELLNER: You're doing the oath of office
17 with the Secretary of State.

18 MS. LUDLOW: So after they -- after he does
19 their swearing in, that's when they decide on the
20 officers and things like that.

21 MR. WUELLNER: Correct.

22 MS. LUDLOW: So -- so after they do the
23 swearing in, is when they can vote?

24 MR. WUELLNER: Actually, it's as soon as they
25 sign the paper. You're -- they're officially in

1 office as of, what is it, early January. But
2 they -- as soon as they sign their paper and return
3 it to the State after the January --

4 MS. LUDLOW: Okay. Okay. But still January.

5 MR. WUELLNER: It is January.

6 MS. LUDLOW: Okay. Nothing until January. I
7 just needed that clarification. Thank you.

8 MR. WUELLNER: Yeah, we'll -- we'll try to do,
9 you know, like we did with you and Bob, briefings
10 on -- you know, try to get them up to speed on not
11 only projects but just, you know, the construct
12 that you have to work in.

13 MS. LUDLOW: I got you.

14 MR. WUELLNER: Just like we did --

15 MS. LUDLOW: I forgot.

16 MR. LUCETTE: At the December workshop, would
17 they be able to participate -- the newly elected
18 board members, would they be able to participate in
19 that discussion as much as the outgoing poured
20 members?

21 MR. WUELLNER: Yes. Tech -- technically
22 there'll be four members who can authorize that
23 con -- that participation.

24 The four sitting board members that will be
25 here till January, if they decide that they would

1 like to include that in the conversation, that's
2 your prerogative. Again, since it's not something
3 they can vote on in a workshop or is binding, I
4 think it's a great outreach to just be inclusive
5 because it will smooth the transition in January.

6 MR. OLSON: Plus it makes sense because
7 whatever product is coming out of this effort, they
8 will have more of a sense of ownership and having
9 been part.

10 MR. WUELLNER: Agree.

11 MR. AUDINO: Well, I know I said earlier that,
12 you know, my thinking is that when we have
13 preliminary products from tonight's, after the
14 election, then we would make those draft documents,
15 that information available to the newly elected
16 folks, so they were as brought in as they could be.
17 Is that --

18 MR. WUELLNER: Yeah. And I think one of the
19 other things we -- I think we talked about or I
20 feel like we did was maybe once we know the
21 additional members, is do the same thing --

22 MR. AUDINO: The same conversation.

23 MR. WUELLNER: -- that you did like last week
24 with -- just to kind of get that internal feedback
25 from them and then go -- just kind of put them back

1 in the loop almost to square one.

2 MS. LUDLOW: Yeah, but -- but you're only
3 putting them in the loop on this one thing. I
4 mean, are you going to give them some kind of --
5 well, I guess there's nothing else to do.

6 MR. WUELLNER: About?

7 MS. LUDLOW: I mean, you can't give them any
8 information for the future, so this is the first
9 information that they will be --

10 MR. OLSON: No, they can have -- any of this
11 information we're dealing with is public.

12 MR. WUELLNER: Yeah.

13 MR. OLSON: So they can --

14 MS. LUDLOW: They can do that any time, right?

15 MR. OLSON: -- have all that. Yeah, they can
16 have all of this, whatever we're doing today and
17 whatever materials we brought into this meeting.

18 MR. WUELLNER: Yeah.

19 MS. LUDLOW: Well, when Bob and I came on, you
20 know, we didn't have anything this major for
21 discussion.

22 MR. WUELLNER: Right. In process, yeah.

23 MS. LUDLOW: Yeah, we didn't have anything
24 nearly this major.

25 MR. MIRGEAUX: And, I mean, to use an analogy,

1 the train is moving down the track and, you know,
2 some people are getting off and some people are
3 getting on. The train is still moving.

4 So they're going to have feedback and -- you
5 know, hopefully they do, and there -- probably
6 there's something on that list that we didn't
7 capture or -- and they'll -- they'll let us know.

8 MS. LUDLOW: And we'll have it cleaned up.

9 MR. LUCETTE: And I feel like they -- they
10 have the best of both worlds because they're going
11 to get input from people who have been on this
12 board for many years with the experience and then
13 they'll be able to, you know, from their knowledge
14 that they acquire when they get on the board, be
15 able to supplement that. So it's -- I see that as
16 a -- as a benefit for them.

17 MR. WUELLNER: I agree.

18 MS. LUDLOW: Got it. Thank you.

19 MR. LUCETTE: So with that, Michael, I think
20 you said that right. Thank you so much for leading
21 the discussion. We'll take all this. We'll
22 brainstorm. We need to -- we took a lot of notes.
23 I think we'll probably receive the meeting minutes
24 as well.

25 We will draft versions of the mission,

1 versions of the vision, versions of the values.
2 We'll explain why we're including it, the comments
3 that were made that were in support of that. We'll
4 put that in a memo and we'll submit it for the
5 board to review, to discuss maybe at the next board
6 briefing. We won't be asking for an acceptance
7 because it will just be seeing multiple versions of
8 that. So maybe that will happen when we come back
9 in January.

10 MR. WUELLNER: And I think we tried to make --

11 MR. OLSON: In December.

12 MR. LUCETTE: Well, we --

13 MR. WUELLNER: Both, actually.

14 MR. LUCETTE: We'll see. Yeah, if it can be
15 approved in December --

16 MR. OLSON: Well, don't we have a workshop --

17 MR. WUELLNER: I thought we had clarified on
18 the front end we're not approving anything till the
19 end.

20 MS. LUDLOW: Right.

21 MR. WUELLNER: What they will do is move
22 forward what they believe to be the language or
23 whatever, but we're not going to adopt this in
24 pieces.

25 MR. LUCETTE: Well, we'll need some acceptance

1 on what they feel is the preferred version.

2 MR. WUELLNER: It's a technical argument.

3 MR. LUCETTE: Agreed.

4 MR. OLSON: So you're saying that this -- the
5 product of this will be -- will be organized by
6 you-all and be something that comes to this board
7 in January?

8 MR. WUELLNER: It's going to be later than
9 that.

10 MR. LUCETTE: No, you'll see it before that.

11 MS. LUDLOW: November, December, and January.

12 MR. LUCETTE: We'll see that before that.
13 We'll need -- we need to -- and we'll discuss it
14 with the strategic planning to understand when --
15 when the board can provide us acceptance that,
16 okay, stop tweaking the mission, the vision, the
17 values. Move forward -- we -- we're accepting this
18 version. Move forward with the plan. Do we do
19 this in December when the newly elected board
20 members won't be able to voice any concern they may
21 have or do we wait until January?

22 MR. OLSON: Okay. Okay.

23 MR. LUCETTE: But --

24 MR. WUELLNER: With any luck, you're going to
25 get those comments, whether they're in or out of

1 office, starting at your next meeting the next time
2 you gather to the talk about what --

3 MR. OLSON: And we have the stake -- we have
4 the stakeholder meetings --

5 MR. LUCETTE: Correct.

6 MR. OLSON: -- in November.

7 MR. LUCETTE: Correct.

8 MR. OLSON: The first part of November.

9 MR. WUELLNER: Correct.

10 MR. OLSON: Okay.

11 MR. LUCETTE: So thank you again --

12 MR. AUDINO: Yes. Thank you, guys.

13 MR. LUCETTE: -- everyone, for your
14 participation. I'm glad there was some good
15 engagement.

16 MR. WUELLNER: Thank you.

17 MS. LUDLOW: Thank you, guys.

18 MR. OLSON: Yes, thanks.

19 MS. LUDLOW: You did a lot of work and made us
20 all --

21 MR. LUCETTE: You did a lot of work.

22 MR. AUDINO: You did a lot of work.

23 MS. LUDLOW: Well, you guys are used to
24 dealing with airports, so...

25 MR. WUELLNER: True.

1 MR. MIRGEAUX: Are you done?

2 MR. LUCETTE: We're done-done.

3 (Workshop concluded at 6:31 p.m.)

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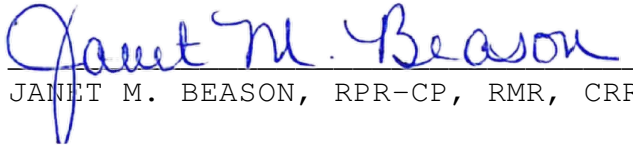
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REPORTER'S CERTIFICATE

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 14th day of November, 2022.



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

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