

ST. JOHNS COUNTY AIRPORT AUTHORITY

SPECIAL MEETING

held in The Conference Center, Meeting Room B

4750 Casa Cola Way

St. Augustine, Florida

on Friday, February 10, 2023

from 1:00 p.m. to 3:00 p.m.

BOARD MEMBERS PRESENT:

ROBERT OLSON, CHAIRMAN

REBA LUDLOW

MICHELLE CASH-CHAPMAN

DENNIS CLARKE, TREASURER

JENNIFER LIOTTA

ALSO PRESENT:

JAMES WHITEHEAD, ESQUIRE, St. Johns Law Group
104 Sea Grove Main Street, St. Augustine, Florida 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

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3 CHAIRMAN OLSON: Okay. It's 1:00 p.m. on
4 Friday, the 10th of February. Calling to order a
5 special meeting of the Airport Authority.

6 Please stand for the pledge.

7 (Pledge of Allegiance).

8 CHAIRMAN OLSON: So this is a one topic
9 meeting on the proposals for various -- for
10 chartering various committees. And I just --
11 before we get into the discussion I would like
12 to -- for us to observe that we have received an
13 estimate from staff as to the staff costs to
14 support this. I think it's part of our decision
15 making and discussion.

16 The costs assumed that these committees would
17 be -- would need to be managed and supported by
18 staff under Colorado -- Colorado -- I'm sorry --
19 bad state -- Florida Open Meeting Laws
20 requirements. And that's a good amount of the
21 costs.

22 Now, also just myself observed that there are
23 some added costs that may differ with some of these
24 meetings. Some of them may require -- appear to
25 require counsel presence and counsel support.

1 We'll know more about what our costs for that are
2 when we review and select general counsel.

3 At least one of these committees appear to
4 require or anticipate engineering analysis support.
5 That is a cost to at least to our current retained
6 engineering firm. They said they don't work for
7 free. Their -- their chief representative that
8 would be part of the meeting is agreeable to serve
9 on that at no cost, but staff support, preparation
10 for staff presentations or taking assignments for
11 looking into certain things obviously would.

12 As another aside, we do -- the airport has and
13 airports are provided grants to do master plan
14 updates. I believe the typical pattern is once
15 every ten years. There is an award to do that.
16 Our last award, I think, was in 2015 -- in THE year
17 2015, but the airport has historically updated its
18 master plan every ten years.

19 SAFETY RISK MANAGEMENT COMMITTEE

20 CHAIRMAN OLSON: So just going into the list,
21 the first one we have is Safety Committee, Safety
22 Risk Management. This is actually a committee that
23 was established by a vote of the last authority.
24 I'm not sure that the language of chartering was
25 used at that time.

1 But Reba, Ms. Ludlow, sorry, came forth and
2 presented a strong case and there was great support
3 for the establishment of a safety committee. And I
4 guess this now has a more detailed scope.

5 Ms. Ludlow, did you want to speak to it?

6 MS. LIOTTA: Can I do A short point of word
7 before we get started. I'm not sure that
8 Mr. Clarke's microphone is working.

9 There it is.

10 CHAIRMAN OLSON: Now you are green.

11 Okay. Ms. Ludlow.

12 MS. LUDLOW: Oh. Thank you. Yes. There is
13 no point, I don't see, in reading my charter word
14 for word. I will tell the audience that the
15 impetus for establishing this was after the last
16 crash that we had for Marianne Fox. You know, she
17 was in her Extra and she was so far offshore that
18 even -- she was in the muck, but she turned upside
19 down and so her plane was the same color as the
20 muck and they had a hard time finding her even from
21 the tower.

22 So we had a problem, several problems, snafus
23 like Fire Rescue and THE sheriff getting in the
24 gate. They couldn't get in. It was a different
25 person that didn't know the code or something. And

1 we didn't -- couldn't get an airboat or we had one
2 and it didn't work, or -- anyway, there were many
3 things that led to her death actually.

4 So we decided a safety risk -- we called it a
5 review at the time. And to meet with the Sheriff's
6 Department, TSA, the fire department, first
7 responders, and also the stakeholders, the people
8 on the airport to see what they had to say to make
9 our airport safer.

10 We do, like Ed has told us, you know, we do
11 adhere and measure up to minimum standards and
12 that's why we only have a -- we are only required
13 to have an exercise every three years.

14 Well, you know, the committee thought really
15 we should have an exercise before that. Some of
16 the things that they brought up were fire
17 extinguishers at the end of each hangar row. We
18 should have a crash truck that can get right out
19 there. We are still under speculation why none of
20 the helicopters were up.

21 But that's why this committee was formed to
22 work with the first responders and fire department
23 and the airport and just try to make our airport
24 safer.

25 So let's see. On membership it just has to

1 consist of the one member of the Airport
2 Authority's Board of Directors and up to fifteen
3 members. And we will appoint -- they will appoint
4 a chairperson from the committee that shows up and
5 comes in. That we will meet at least quarterly.
6 We will adhere to the Sunshine Law.

7 We are -- the committee is a Safety Risk
8 Management Committee. I keep wanting to say safety
9 review, but it isn't a review.

10 We'd recommend strategies, policies, system
11 standards and processes to promote safety, health,
12 security, and environmental protection. We will
13 review, we whoever the committee is.

14 I would be there mainly just to report back to
15 the board, because the committee will have its own
16 chairperson. Where they would review the
17 authority's compliance, the Airport Authority's
18 compliance with the standard policies and
19 regulations, our obligations, stay up on industry
20 trends and risks including potential liabilities.

21 Oh, another thing was establish procedures
22 that employees can -- employees and stakeholders
23 can confidentially and anonymously submit to the
24 committee concerns regarding the airport safety
25 matters and issues.

1 We will -- oh, members of the committee do not
2 have to be experts in the field of safety, health
3 and environment or security matters, but we would
4 invite people, you know, from that area to talk and
5 help us, point out risks and things like that that
6 we might not know, or we might not see. And that's
7 basically what mine says without reading it word
8 for word.

9 CHAIRMAN OLSON: Okay. Thank you.

10 And are there -- is there discussion,
11 comments, questions?

12 MR. CLARKE: No comment, Mr. Chair. But there
13 is a -- I believe we need an editorial correction.
14 Under the membership section, there is the second
15 paragraph where it says safety risk management
16 committee. That repeats on the second page.

17 MS. LUDLOW: I looked for that. I found it on
18 the second page and I thought I just read that. I
19 wondered where that was.

20 MR. CLARKE: It's just an editorial correction
21 before we publish.

22 MS. LUDLOW: Thank you. Yes. I did catch
23 that, but I didn't catch it on the first page.

24 CHAIRMAN OLSON: Any other comments?

25 MS. LIOTTA: I have some. First, there is

1 maybe the biggest potential issue is on the second
2 page. As a first matter I think this is great.
3 These are all just mechanical issues.

4 On the second page it says that the committee
5 has the authority to hire. I'm not sure how that's
6 going to work with rules for procurement. So I
7 think maybe that should say has, you know, may be
8 recommend so that that can be done through the
9 proper channels since we have -- we're a public
10 entity.

11 MS. LUDLOW: Okay. I'm not there. But
12 doesn't it say by board approval?

13 MS. LIOTTA: The Safety Risk Management
14 Committee has the authority to hire safety and
15 security experts to perform a variety of systems
16 and operational analyzes the Committee deems
17 appropriate. That's a direct authority which I
18 think needs to be turned into a recommendation
19 role.

20 MS. LUDLOW: Okay. Gotcha.

21 CHAIRMAN OLSON: So your -- everyone is
22 agreeable to that make sense. Absolutely.

23 Other comments?

24 MS. LIOTTA: Just a couple more minor points,
25 I think. It says up to 15 members. In my

1 experience getting 15 people to coordinate on
2 things can be difficult. So if that number was
3 smaller I think it might be more effective. Also
4 some people might be able to come in and present
5 and advise -- not be members, but be like subject
6 experts for certain meetings, and they can be --
7 they can give their input without -- because once
8 they are members they are subject to Sunshine, and
9 it's going to make it harder for committee members
10 to maybe talk to an expert outside of the meeting.
11 So it may be more useful to have a smaller group
12 that brings in people on particular topics. Just
13 food for thought. It's ultimately not my decision.
14 And then I think the last two points I have
15 are as putting a vice chair appointed so that, you
16 know, there is clarity who runs the meeting if the
17 chair is not available.

18 And, lastly, state that staff does not -- that
19 members of staff are not members because of that
20 Sunshine issue we talked about at the last meeting.
21 If a member of the staff is a member of a committee
22 then they wouldn't be able to talk to any other
23 committee member about those issues and staff is
24 often giving information, supporting these
25 committees. It may get difficult for them to do

1 their day-to-day job if they are on any of these
2 committees.

3 MS. LUDLOW: Anything else?

4 MS. LIOTTA: That's it.

5 MS. LUDLOW: Oh. Okay. Well, I totally agree
6 about staff not being members. And thank you for
7 bringing that up. And I will definitely add that.

8 I will add a vice chair to be appointed after
9 the chairman.

10 I would like to stick to the fifteen members,
11 because that doesn't mean that -- you know, fifteen
12 members will always be here. We're working with
13 tentative. So I don't see -- I see probably a
14 regular number of maybe six to ten. But I would
15 like to have everybody -- anybody -- everybody and
16 anybody available to come if they would like to.
17 So I would like to stick to the 15 members. And I
18 will add for board approval.

19 CHAIRMAN OLSON: Regarding membership, those
20 were good points. I had thought that one way or
21 the other the manager of the ATC really should be
22 there. And I am not sure whether they could be
23 listed as staff. It's a contract activity. But it
24 seems like they don't necessarily need to be
25 members, but there is important input from ATC.

1 The other question -- let's see. Oh, the
2 other question I have -- these are questions.
3 Shouldn't there be input from the flight schools
4 because they're such a big user of the runways and
5 all that.

6 MS. LUDLOW: They're tenants and stakeholders.

7 CHAIRMAN OLSON: Yeah, but, I mean, will we
8 know that they are going to be present and, I don't
9 know, participating either as a staff or a member
10 at -- expected to at these meetings and can we
11 expect them to. I'm thinking it would be important
12 to have them there just, again, because of the
13 amount of training and activity that's on our
14 runways.

15 MS. LUDLOW: I definitely think so too. But
16 so what do you think I should offer them a special
17 invitation? Because I will get word out to
18 everybody on the airport, the commercial
19 businesses, the tenants, and everybody will have
20 the same opportunity.

21 CHAIRMAN OLSON: Okay. I don't know. Just
22 listening to the two people that have mentioned
23 things, one thing is to invite them. But the other
24 thing -- a stronger thing may be to write them in
25 some way so that the expectation is there.

1 MS. LIOTTA: Well, I think any time that there
2 is a safety concern that's going to affect the
3 operations of any of the commercial tenants on the
4 field you will probably have a hard time keeping
5 them away from the hearings. They will want --
6 meetings I should say. They are not hearings. But
7 they will want to have -- they will want to have
8 the input. They will have a strong point of view.

9 MS. LUDLOW: And another thing about staff. I
10 consider Kevin an integral part of this committee,
11 you know, because he will have to take like firemen
12 around and take most of -- you know, he will have
13 to be our guide all over the field.

14 MS. LIOTTA: Yeah, I would imagine that staff
15 will be active participants in the discussions and
16 giving information and the needs that -- they'll
17 have a role and will definitely be leaned on for
18 support. Yeah, I see them having a role. Yes.
19 It's just the technical issues of being on the
20 committee.

21 MS. CASH-CHAPMAN: So the expectation is that
22 we would have Kevin or someone from the staff at
23 these meetings, yes?

24 MS. LUDLOW: That would be up to Kevin.

25 MS. CASH-CHAPMAN: I'm just thinking if that's

1 the expectation then we need to make sure the
2 meetings are falling in regular business hours. If
3 he's not going to be a voluntary member, but he is
4 going to be asked to by us to be a part of this
5 meeting, that we need to be cognizant of his work
6 hours as well. Just putting that out there food
7 for thought.

8 MS. LUDLOW: Okay. Thank you.

9 CHAIRMAN OLSON: So back to inquiring how -- I
10 mean, ATC manager really needs to be there and not
11 just decide to come because of the issues. I
12 understand there is some equipment that needs
13 upgrading right now that should be brought into the
14 discussion because it could be a recommendation by
15 the safety committee. Anyway, I'm just looking for
16 a way that that can be -- we can be assured that
17 the expectation is there. The ATC director is
18 participating in this meeting and present.

19 MS. LUDLOW: Okay. I have already spoken
20 to -- the tower is on board. So they will always
21 have a representative down. I've already spoken to
22 the major stakeholders, I'll say, on the field like
23 Southeast Aero, Patty Wagstaff, Ring Power, of the
24 Flight Schools I have spoken to them, Northrop
25 Grumman. I've talked to the National Guard. I've

1 talked to even the Sheriff's Office helicopter
2 unit. They are all aware and they are ready to
3 participate.

4 CHAIRMAN OLSON: Okay. And that includes fire
5 rescue I assume.

6 MS. LUDLOW: Yes.

7 THE WITNESS: Okay. I have the names. I have
8 been -- we've already talked to some of them, yes.

9 MS. CASH-CHAPMAN: Can I also just recommend
10 when you are inviting people that you may want to
11 see if any of those people you spoke to want to
12 specifically send a mechanic or someone who works
13 on planes regularly so that they can help when you
14 guys are deciding certain protocols and things to
15 bring forward that they might have a different
16 input or different outlook.

17 MS. LUDLOW: We would love to have Matt come.
18 Her husband works for Joe Duke. And he gave us
19 such wonderful feedback on the things that a safety
20 committee should do and how we could help and what
21 his experience has been in the past.

22 Everybody will be notified. I'll just have
23 to -- I will do more than e-mail. I am sure I will
24 follow-up, too. So, yes, we would love to have the
25 mechanics.

1 And another thing that was really important
2 was to have someone familiar with the airplanes be
3 designated as a -- like an assistant because Patty
4 was very familiar with that airplane when they were
5 trying to get Marianne out and the fire -- and
6 sheriffs' people would not let her get near it
7 because she was not authorized.

8 So we would like to have someone authorized in
9 like the mechanics, somebody that we can get that's
10 knowledgeable, you know, of the airplanes. So he
11 would be priceless for that. Yes. Thank you.

12 CHAIRMAN OLSON: Okay. Let's see. Before we
13 move on with other mark ups of other committee
14 proposals, any other -- anything else for safety
15 right now?

16 (None.)

17 MS. LUDLOW: Thank you.

18 CHAIRMAN OLSON: Okay. Hearing none --

19 MS. LIOTTA: Thank you for what is obviously a
20 lot of work on that. We very much appreciate it.

21 MS. LUDLOW: Thank you.

22 CHAIRMAN OLSON: Absolutely.

23 AUDIT COMMITTEE

24 CHAIRMAN OLSON: Okay. We're moving to Audit
25 Committee. Just a little, again, a little history.

1 The Authority Board agreed to proceed with an Audit
2 Committee, I guess, almost two years ago, but there
3 was -- it wasn't implemented because drafting --
4 Mr. Clarke has now drafted what wasn't able to be
5 done.

6 So, Mr. Clarke, do you want to go ahead and
7 speak to the proposal for a Standing Audit
8 Committee?

9 MR. CLARKE: Certainly. I believe a Standing
10 Audit Committee is just part of good governance in
11 any public agency. I have been involved in quite a
12 few non-for-profit boards over the years and as
13 well even for-profit banks. And we have -- every
14 one of those entities has had an audit committee.

15 And the audit committee is -- I tried to make
16 this right as in general terms as possible to give
17 the committee the ability to look at basically any
18 nonproprietary information that they deemed fit or
19 the board may suggest to them, you know. We will
20 have -- we need the eyes and ears of the community.

21 I've already spoken to representatives of the
22 St. Johns County government. We may get some
23 participation from some financial experts within
24 the government and other outside experts. And it
25 just -- it just will add to the transparency and

1 perhaps we may get some positive feedback on things
2 that we can improve on. This is not really
3 working.

4 CHAIRMAN OLSON: You're green, but I don't
5 think you're carrying through basically.

6 MR. CLARKE: But, anyway, so I will be happy
7 to entertain any suggestions that my fellow board
8 members have.

9 I did -- took into consideration comments that
10 were made by Mr. Burnett regarding the
11 participation of the staff members. So I believe I
12 used the term Ex Officio members which are actually
13 would be paid staff but would be expected or we
14 would welcome their participation in, you know, in
15 the committee, but they would not necessarily be
16 members of the committee. They would be advisers
17 such as from the St. Johns County government.

18 So any comments?

19 MS. LUDLOW: I do. Dennis, I mean,
20 Mr. Clarke, if you say you cannot be a member of
21 the board because you're the treasurer -- a member
22 of the committee because you're the treasurer. So
23 what will they do? They will report to you and you
24 will report or what?

25 MR. CLARKE: No. No. The theory -- the

1 theory is that you can't audit yourself. So any
2 treasurer or chief financial officer of any entity
3 cannot be -- cannot audit themselves. So
4 technically your responsible for, you know, the
5 accounting or the financial reporting. I can't --
6 I cannot audit myself. So...

7 MS. LIOTTA: But I imagine if the audit
8 committee wanted you to come in and give
9 information about your findings or what you did
10 that would be -- that would be within the scope of
11 something that the committee could do?

12 MR. CLARKE: Absolutely.

13 MS. LIOTTA: Okay.

14 MR. CLARKE: And the other thing let me make
15 sure that everyone understands that we have outside
16 auditors. They come in to -- you know, they audit
17 our books. But they are -- their primary purpose
18 is to ensure that our financial statements comply
19 with not only GAAP, General Accepted Accounting
20 Principles, but the principles that are adopted by
21 the Government Finance Officers Association and --
22 but they are not necessarily looking at all the
23 details that lead up or require that the managing
24 authority of this complexity. So an audit finance
25 and operations committee we can -- anyone can make

1 a suggestion to them to take a look at details that
2 would not be looked at by an outside auditor.

3 The outside auditor is basically making sure
4 we say we have, you know, a certain amount of money
5 in the bank and it's reflected on our balance
6 sheet. They don't look into any operational
7 details. This committee would have that authority
8 to do so.

9 CHAIRMAN OLSON: Other discussion? Other
10 questions? Any other questions about this?

11 MS. LUDLOW: I'm sorry. But I do.

12 Do you -- you have to adhere to the Sunshine
13 Law. So how do you have a meeting by telephone? I
14 mean, can you do that under the Sunshine Law?

15 MR. CLARKE: We'll have to get legal opinion
16 on that. I assume you can with the zoom
17 technology.

18 MS. LIOTTA: Yeah, I think the Airport Charter
19 says meetings are in person. So Sunshine Law would
20 be separate from that. So it could be you can do
21 telephonic meetings and still be okay under
22 Sunshine, but I don't -- I don't know exactly.

23 MS. LUDLOW: Verify with our attorney
24 representative.

25 MR. WHITEHOUSE: Yes. As far as the Sunshine

1 Law goes you have to -- there is various
2 requirements you have to meet under the law
3 obviously.

4 Number one, you have to give appropriate
5 notice.

6 Number two, you have to allow the attendance
7 to the public. And so that's where it gets hard
8 with the telephone.

9 You know, there was some relaxation during
10 COVID for some telephone. But the majority of
11 those for local government were at forums still
12 have to be present and people could appear by
13 phone, but you still had the meeting in a place
14 where the public could attend. So it's very hard
15 to have meetings that are Sunshine Law meetings by
16 phone. And really the phone part of it is sort of
17 an addition to the meeting itself. You know, so I
18 would, you know, caution you about having just
19 solely telephonic meetings of these committees.
20 They have to be Sunshine committees.

21 MR. CLARKE: Care to make any suggestions as
22 to how we can -- I can edit this verbiage.

23 MR. WHITEHOUSE: Yeah, I think, you know, we
24 have several different iterations of committee
25 resolutions here or of, you know, suggestions. And

1 I think some of them meet it by saying we will meet
2 all the requirements of the Sunshine Law. You
3 know, I think by saying or by telling -- or
4 telephonic or by telephone is probably not the best
5 addition on these. It's not in all of them. It's
6 in a few of them when I reviewed them. So I think
7 probably the best thing is to take that off and
8 say, you know, they will all be conducted pursuant
9 to Sunshine Law.

10 And as you get to the actual meetings, you
11 know, you make sure of whoever your legal counsel
12 is at that time and continue to talk to them about
13 this. Of course, all these committees have to
14 report back to the board. There is no real final
15 decision-making power.

16 So but as far as that goes I would put that in
17 each of them standard language. I think there is
18 some -- the majority has it. But I did note on a
19 few of them did say "or by telephone." I would
20 caution you as to that.

21 MR. CLARKE: Thank you for that. And I would
22 further suggest we have a single editor for all the
23 policies to make these -- the language more or less
24 uniform in compliance with our, you know, legal
25 advice.

1 CHAIRMAN OLSON: Okay. Good question about
2 telephonic.

3 Okay. Other comments, questions?

4 (None.)

5 COMMUNITY ENGAGEMENT COMMITTEE

6 CHAIRMAN OLSON: Okay. We'll move on to mark
7 -- talk about and possibly mark up where needed
8 Community Engagement.

9 MS. CASH-CHAPMAN: So the purpose of the
10 Community Engagement Committee is to do a few
11 things. It's really to increase transparency,
12 communication, public interest, and functions here
13 at the airport both within the airport community
14 and the St. Johns County Community. And so what I
15 would like to see is anyone that wants to be a part
16 of it come and be a part of the meetings.

17 And when you read in here about voting and
18 things like that, that is purely meant for voting
19 within the meeting to bring the recommendation to
20 the board. So within the membership, or the
21 community engagement committee, I would like to see
22 it kind of broken down into three different areas.

23 One to be communication, one for events, and
24 one for community outreach. And when I say that, I
25 mean for communication I'd like to see something --

1 and ultimately will come from the board, but it
2 would take it off of our plate to do it, but it
3 would -- whether it be a newsletter or something
4 that we can put out for the public.

5 There has been a lot of misconceptions between
6 the airport staff and management and tenants and
7 with the county. And so we could do some things
8 beyond just our meetings that would get the word
9 out to people or debunk some of these myths that we
10 hear so often, I think that it would be really
11 beneficial. And if we can have people from the
12 airport community and from St. Johns County working
13 on that together and then bringing it forward to us
14 as a board to approve to send out, I think that
15 would be beneficial.

16 And I think it would really help to give some
17 more ownership of the airport back to the people of
18 the county and of the airport.

19 So for events I was thinking, just do exactly
20 that, doing some event, bringing people to the
21 airport to see what the airport has. When I ran I
22 talked a lot about the next generation of aviation
23 lovers. They need a place to fall in love with
24 aviation and that's not going to happen with our
25 doors closed all of the time. So we need to do

1 something to invite those people to the airport to
2 get them involved.

3 I imagine that this portion of the committee
4 at the very least would work a lot with SAAPA in
5 trying to get some of those social functions going
6 for the community.

7 And then community outreach, again, you know,
8 we have -- we have so much great real estate on
9 this airport. You know, we have a park that has
10 been completely overrun. And there is no reason
11 that we cannot get groups of people together to
12 come and do something about that. And I know we've
13 all talked about this at various points. But this
14 is a way for us to hold us accountable to that.
15 And to really see some action instead of just talk.

16 So I would like to be able to reach out to all
17 of the different groups that require community
18 service hours and things of that nature, they can
19 come here and they can be part of this community as
20 well. So when they do drive by they are seeing,
21 hey, I did that. And there is more pride for it.
22 And they want to be involved in it and then
23 hopefully we can kind of repair the bridge between
24 the airport and some of the residents in the
25 community.

1 But I'm definitely open to feedback. This is
2 the first charter that I've written. So bear with
3 me.

4 MS. LIOTTA: I've got some comments. They are
5 mostly all driven by Sunshine --

6 MS. CASH-CHAPMAN: Sure.

7 MS. LIOTTA: -- issues.

8 So the first it looks like this is going to be
9 a very large group. So I think that challenge
10 there is going to be educating anyone who becomes a
11 formal member that they can't talk about the
12 subject matter of the committee with any other
13 member. And the larger that group gets the more
14 challenging that is going to be. So that's just --
15 it's just going to be a management issue.

16 MS. CASH-CHAPMAN: Okay.

17 MS. LIOTTA: Some of these others are like the
18 quorum, 20 percent of the total voting membership.
19 If this is Sunshine, a meeting of two people
20 discussing the topics is going to be a quorum. So
21 any two people.

22 MS. CASH-CHAPMAN: All right. So you think I
23 should just get rid of that altogether.

24 MS. LIOTTA: I think that -- yeah. Dennis
25 mentioned it might be good to have one editor. I

1 can take a look at all of these, and kind of like
2 do a redline and send that to staff, I think, the
3 things we are discussing. So I will make some
4 notes, make these edits if you would like.

5 MS. CASH-CHAPMAN: Sure.

6 MS. LIOTTA: The -- what was the other one? I
7 think those -- oh, the same thing with the
8 amendment to the charter. The chairperson can't
9 e-mail the members of the committee anything
10 directly.

11 MS. CASH-CHAPMAN: Gotcha.

12 MS. LIOTTA: So but amendments to the charter
13 can be like we do with the agenda send it to --
14 send proposals to staff to maybe be approved by
15 potentially just ask the -- the committee could
16 discuss the changes it wants at a meeting and then
17 the chairperson could make the edits and just send
18 it potentially to the Authority for approval of the
19 changes to the charter. That would probably be the
20 simplest way to do that.

21 MS. CASH-CHAPMAN: Right.

22 MS. LIOTTA: I think that's what I had.

23 CHAIRMAN OLSON: Other comments, questions?

24 Reba.

25 MS. LUDLOW: I do. On such committee who is

1 going to be in charge of the subcommittee? They
2 can't just all get together willy-nilly and not
3 have any kind of rules.

4 MS. CASH-CHAPMAN: It would still be under
5 the -- the same one committee. So it would still
6 be under board members and chairperson and the vice
7 chair.

8 MS. LUDLOW: Okay. It still have --

9 MS. CASH-CHAPMAN: Right. Just for
10 organizational purposes I had to separate it.

11 MS. LUDLOW: I see.

12 MS. CASH-CHAPMAN: So I could see.

13 MS. LIOTTA: Oh, yeah, I had one other -- one
14 other. Sorry. I didn't -- I had a note and I
15 didn't mention it.

16 Again, being mindful of potential
17 administrative burdens and costs, I think all
18 meetings, additional meetings should be approved by
19 the chairperson so that, you know, it's a little
20 bit more -- so we know we have an Authority member
21 saying, yes, we think this is -- this committee --
22 this committee should meet again to discuss this
23 with the appreciation of what additional
24 administrative cost that might have.

25 MS. CASH-CHAPMAN: Okay.

1 CHAIRMAN OLSON: Dennis. Mr. Clarke, do you
2 have any comments?

3 MR. CLARKE: No. But I appreciate
4 Ms. Liotta's offer to, you know, look at all the
5 policies and sort of unify their language. And I
6 think that's very important that we are consistent
7 in all these endeavors.

8 CHAIRMAN OLSON: Okay. I really like the
9 ideas, the emphasis bringing out and giving much
10 more attention to community engagement. And you've
11 been very good to bring forth ideas about that in
12 prior meetings and now.

13 I'm concerned that the whole proposal here is
14 too detailed. It boxes you in. One example I see
15 is -- so I am wondering if it can be more
16 generalized and simplified in to allow this effort
17 to operate without being boxed in. I am using that
18 term again. For example, the number of meetings,
19 that's a huge number of meetings. There is a
20 minimum number of meetings I believe I saw that
21 somewhere here.

22 MS. CASH-CHAPMAN: Yeah, I put in for once a
23 month and then more.

24 CHAIRMAN OLSON: Yeah. You know, it may be
25 that sometimes part of the year you need to meet

1 several times as a committee, but maybe others you
2 don't need to meet for a month or two. Being boxed
3 into doing that -- so it was frequency.

4 But I just am wondering if there is a way that
5 this can be -- this committee can be actually
6 authorized to be more entrepreneurial and to -- one
7 of the key staff people we are down now that we --
8 that the Authority has had is a community affairs
9 person, a person on staff. And, you know, I would
10 say -- my idea of a perfect world is you having
11 that portfolio, community engagement, but having
12 someone on staff that's really good that can be the
13 staff person that you look to to -- because we
14 can't expect volunteers or board members to prepare
15 and issue something that I have been -- some people
16 that have heard me for years are saying I am always
17 lamenting that this Authority, this airport does
18 not issue and post an annual report. To me that
19 should be towards the top of the list.

20 But, again, I'm not sure if a huge formalized
21 under the open meeting laws committee is as
22 important to achieve what you are talking about as
23 us working to see how we can bring on, which almost
24 every other airport has, a community affairs person
25 on their staff that you could work with that person

1 and then redo the outreach you are talking about,
2 volunteers, everything, whatever, look at best
3 practices of other airports. We interviewed
4 directors from three airports. At least two of
5 those airports have airshows regularly, which I
6 assume is something that would be considered here.
7 Maybe they've done it in the past. So that's my
8 thought.

9 I'm just wondering sort of fundamental is this
10 the right approach to do what you are very rightly
11 citing as something that needs to be tuned up here.

12 MS. CASH-CHAPMAN: I'm trying to think of what
13 else. I think I see what you are saying. But I am
14 trying to figure out how to amend that so that it
15 makes sense. I mean, the purpose -- at the very
16 least the purpose of having a meeting once a month,
17 again, is so that we can make those changes and we
18 can set up all of these different things. I mean,
19 certainly there is no reason to meet one month, I
20 don't think it would the end of the world if we
21 didn't have a meeting. But to at least have it in
22 place so that members can commit to it instead of
23 meeting like as we need, especially if we are
24 talking about inviting people outside of us, you
25 know, we are inviting people from the airport and

1 people from the community I want them to commit to
2 it. And so part of committing to the committee
3 would be committing to them and saying here is when
4 we will meet, even if it's a short meeting or if we
5 have to cancel it.

6 CHAIRMAN OLSON: Well, you've done a lot more
7 thought about this. And I defer to your thinking
8 on it. I will just, again, say that the costs that
9 we're looking at and some of them can't be avoided,
10 the costs we're looking at to manage and support
11 this entire array of standing committees structured
12 this way, chartering them this way, they could
13 support that community affairs person that could
14 work hand and hand with you that could be your
15 person, your legs to do some of this stuff, a lot
16 of this stuff. So I will lament that.

17 I'm not sure who in the end does the annual
18 report and the newsletters. There is a huge budget
19 cost with some of this. But there is a lot of
20 staff time. That's my concern.

21 MS. LIOTTA: Well, I think that -- we are
22 assuming some facts that aren't in evidence right
23 now as far as costs. You know, where these
24 committees aren't going to be, you know, zero to
25 twenty meetings in a month. It's going to take

1 time to form them, to figure out who is going to be
2 on them. There is some time to keep these issues
3 in mind and see how it goes and if we need a staff
4 member, you know, we'll have better information
5 later. Certainly it's a possibility. There may be
6 other ways to do it such as hiring an outside
7 person to come in and create minutes out of
8 recordings. There may be other ways to approach
9 this that takes the burden off of regular full-time
10 staff.

11 And, you know, we had some of you like saying,
12 wanting more community events, doing an annual
13 report. Well, when we had a full-time person we
14 didn't have an annual report. So having a
15 committee is a different approach to get people to
16 volunteer their time who are passionate about this
17 is a bargain for the cost of doing some minutes.
18 So I think we may end up finding ourselves ahead of
19 the curve with using these committees.

20 CHAIRMAN OLSON: Okay. Other comments before
21 we move on?

22 MS. LUDLOW: I do. I probably just missed
23 this just in reading. On the last page Functions
24 and Responsibilities and then you have focus on
25 fundraising. Well, I know when I saw that the

1 first time I am thinking, whoa, what are we raising
2 funds for the airport.

3 So are you saying that to focus on fundraising
4 that is for the group that we invite here?

5 MS. CASH-CHAPMAN: I kind of left that open.
6 It could either be fundraising like working in
7 partnership with a non-profit that comes in or we
8 could do it just for general revenue for our
9 airport. There is plenty of things that we can do
10 that will bring in --

11 MS. LIOTTA: Of if there was going to be
12 something that will be revenue generating for the
13 airport, but was meant for the community benefit.
14 Like the viewing area or something like that that
15 the community would like. I have seen other
16 airports like Peachtree Dekalb in Atlanta they
17 have -- a lot of places do this where you can buy a
18 brick. So you have a viewing area for airshows and
19 it was built with community engagement and
20 fundraising.

21 MS. CASH-CHAPMAN: And that was exactly one of
22 the things I talked about before, having a brick
23 walkway. So you purchase the brick. So obviously
24 we're raising the money to -- someone can buy that
25 physical brick and then we put it on and it can

1 turn into memorial brick or whatever people want
2 leading to hopefully back to a public park or
3 something that the community can enjoy.

4 MS. LUDLOW: I understand. Thank you. Are we
5 going to sell girl scout cookies?

6 MS. CASH-CHAPMAN: I mean, we could if we
7 wanted to.

8 MS. LUDLOW: Thanks.

9 CHAIRMAN OLSON: Okay. No more discussions.
10 We will move on.

11 MASTER PLAN COMMITTEE

12 CHAIRMAN OLSON: Master plan. So, Mr. Clarke,
13 you're back with Master Plan Committee.

14 MR. CLARKE: I assume everyone in the room has
15 read through the master plan. It's only 500 pages.

16 MS. LUDLOW: Yeah. Right.

17 MR. CLARKE: Of course we are obligated to
18 have a master plan. And what I fear is that it
19 becomes a 2 or \$300,000 exercise that is put on a
20 shelf and never looked at. And that is -- that is
21 a considerable waste of resources.

22 There is something wrong with this. In any
23 case -- can you hear me now?

24 CHAIRMAN OLSON: You're just cutting in and
25 out.

1 MR. CLARKE: All right. In any case the
2 thinking was that we have something like -- I went
3 through the master plan and actually extracted the
4 recommendations contained within the master plan, I
5 came up with something along the order of 100. And
6 this is before, you know, I was elected.

7 But I was curious to know which
8 recommendations were accepted and, if so, what was
9 their status, which recommendations were rejected
10 and so we can eliminate them. And I wasn't able to
11 determine that just from, you know, coming to the
12 meetings.

13 So I thought to engage the expertise that we
14 have on this airfield it would be -- we would
15 really be taking advantage of all the considerable
16 knowledge and expertise and you people that use
17 this airport day in and day out -- and, again,
18 there will be some overlap with the safety
19 committee.

20 So if we go through the master plan and
21 evaluate it and have the committee come back to the
22 board and tell us, okay, yeah, this was a good idea
23 to add Pappy's to Runway 220 and what's the
24 priority and what is the cost and if it's -- if the
25 board deems it's necessary we can add it to the

1 capital plan. We have a considerable number of
2 projects that are already on the drawing board.
3 And, again, I believe that could be -- we could
4 benefit from the master -- such a technical
5 committee looking at that master plan in helping us
6 to understand the, you know, what ought to have
7 priority and what, you know, what needs to be
8 funded. So it's just part of the big picture in
9 the long-range planning. And we can't do it -- in
10 my view we can't do project by project in
11 isolation. We have to look at -- we have to look
12 at the view from the 10,000 quick view as well as
13 all the detailed projects.

14 So I will begin tomorrow recruiting if we
15 approve this. Jose, I'll need your help recruiting
16 members for this committee.

17 And I'm sure from my understanding already I
18 think there is a lot of interest among the tenant
19 community. I hope we get some participation from the
20 non-aviation community that's in the -- you know, from
21 the public.

22 And, again, you know, like the Community
23 Engagement Committee and the others, it will get more
24 attention if people are involved and they are
25 contributing. It's going to bring more attention to the

1 airport. I think we need to do that. Because this is
2 one of the jewels of an asset within our county. And I
3 think we -- it has a lot of potential. And these
4 committees I believe will ultimately pay for themselves.
5 At some point -- I want to address the staff concerns
6 too. I think it's a very valid point. I will defer
7 until we reach that spot on the agenda.

8 So any -- also I'd like to hear any comments
9 you may have for --

10 CHAIRMAN OLSON: I'll call for comments,
11 questions at this point.

12 MS. LIOTTA: I think just to go back to the
13 same language in this one as the audit committee.
14 When you are saying Ex Officio members, is the
15 meaning that they are not formal committee members
16 but they are there to support and give information
17 and feedback.

18 MR. CLARKE: Provide technical input to the
19 members.

20 MS. LIOTTA: Okay. I think it might be
21 confusing to use the word member because some
22 people might read that as there is some other kind
23 of actual members, that would trigger all the
24 Sunshine issues. So if you want me to edit that
25 and maybe phrase it slightly different so it's

1 clear.

2 MR. CLARKE: Please do.

3 MS. LIOTTA: Okay. Same comment as before,
4 potentially I think it would be a good idea to have
5 a vice chair appointed.

6 MR. CLARKE: Right.

7 Would you care to add that language as part of
8 your editorial duties?

9 MS. LIOTTA: Sure. No problem.

10 MR. CLARKE: Thank you.

11 MS. LIOTTA: That was it. Thanks.

12 CHAIRMAN OLSON: Okay. Any other comments,
13 questions?

14 MS. LUDLOW: Yes. Thank you.

15 And, Dennis, thank you for giving us the bones
16 to begin all of our committee and charters and
17 things. But I have not read that thing that's 600
18 pages. But I sat through all the meetings, you
19 know, when it was being set up. And I got to
20 listen to all the input from the outsiders and just
21 setting up the whole master plan. It is a job. So
22 whoever is on that Master Plan Committee is going
23 to work. Do we get paid?

24 MR. CLARKE: No, you don't. You get the
25 satisfaction of knowing you're contributing to the

1 betterment of the airport.

2 MS. LUDLOW: Well, the good thing is that, you
3 know, having somebody bring out the points and
4 explain it to everybody, you know, because most
5 people do not read that 600 pages.

6 MR. CLARKE: Right.

7 MS. LUDLOW: Anyway, great job.

8 CHAIRMAN OLSON: Okay. I have some comments
9 also. I just think we need to, as we mark it up,
10 further clarify that this, as has Dennis explained,
11 deals with the aviation needs and airport proper
12 areas, because while I didn't -- while I was tasked
13 by this board to handle the portfolio folder of
14 economic development, I did not proposed a
15 formalized committee. I rather would propose to
16 continue the way I did in the past board working on
17 aerospace initiatives. And we do have two tracts
18 of land, or areas of land that are really economic
19 development future. And that is the land west of
20 U.S. One as well as the commercial frontage that
21 could become a real opportunity, economic
22 development opportunity and revenue generation for
23 the airport. So I want to clarify so that there is
24 no overlapping or misunderstanding that that's
25 under the economic development. And, you know, I

1 think it's good that all five board members have an
2 area of responsibility.

3 So, anyway, I just would like that further
4 clarified in the mark up. I guess that's my only
5 comment right now on the master plan.

6 MS. LIOTTA: Well, I think that anything that
7 a policy change, audit issue, a master plan issue,
8 community engagement, any one of those things might
9 have an economic impact and I think that is
10 something that, you know, we as a board are always
11 mindful of be it positive or negative economic
12 impacts. So, you know, I'm concerned as how we
13 would carve that out as something that's forbidden
14 for the other board members to discuss or talk
15 about.

16 CHAIRMAN OLSON: Not forbidden. But there is
17 a lot of strategic thinking that needs to go up and
18 work that needs to go ahead. I would not like us
19 to lose focus on the economic development area. I
20 think the aerospace thing is really something that
21 we greatly stand to benefit from.

22 As I mentioned that we had a whole way to
23 initiate an aerospace initiative lined up that I
24 urged that it be put on hold because we didn't have
25 the capacity to handle the federal grant that was

1 about ready to be awarded. And so, anyway, we have
2 an ability to turn on that process again. We
3 have -- assuming we have staff to handle it.

4 And so anyway, I hear you. I think it's
5 absolutely we can't do thinking about those two
6 economic development opportunities without good
7 coordination within these board meetings and among
8 the standing committees.

9 MS. LIOTTA: I guess I would like to
10 understand your thinking better as to why you
11 wouldn't want an economic development committee of
12 your own. Because my understanding of your prior
13 comments was that there was an opportunity that the
14 airport had to potentially get funds for an
15 economic development project, but lack of staffing
16 stood in the way such that the airport could not
17 pursue it.

18 CHAIRMAN OLSON: No, that's incorrect.

19 MS. LIOTTA: Okay.

20 CHAIRMAN OLSON: I may have missed -- I may
21 not have been clear. We certainly had the
22 opportunity to pursue it. The application had been
23 submitted. We were in communication with the
24 federal agency. Actually it happens to be a
25 federal agency where I was SES regional director

1 and so I have a lot of economic development
2 background. It was the basis for my initial
3 motivation to want to work with the airport because
4 of what I saw as an economic development
5 opportunity for our county and for our region for
6 economic diversification which is what we very much
7 need.

8 So we were on the brink of being awarded, not
9 that we were assured to be awarded, but in order to
10 maintain our standing with the agency and with what
11 was happening at the airport and the lack of staff,
12 I could not see us receiving the award and managing
13 this project. It was a 12-month project too that
14 would require a lot of management and we didn't
15 have anyone available to do that.

16 MS. LIOTTA: So what are the -- so if you
17 don't have a committee to discuss this and report
18 back to the rest of us, then how are we -- what is
19 the plan?

20 CHAIRMAN OLSON: You have -- you have your
21 designated portfolio person for economic
22 development reporting back. And I found it
23 beneficial to work with our community with economic
24 development -- with the economic development
25 community in the county and through other -- and

1 through -- with the industry. I went to two
2 industry trade shows and learned a lot about
3 economic -- aerospace in Florida and what the
4 current dynamics are for that. And so that's how I
5 prefer to work rather than -- and bring everything
6 back to this full board rather than
7 compartmentalize it in a formalized standing
8 committee.

9 MS. LIOTTA: So you want to compartmentalize
10 it in a informal way?

11 CHAIRMAN OLSON: No, definitely not. I want
12 to bring information back and work with this board
13 because I fully believe that's what we all signed
14 up for is doing the work, not offloading it to
15 committees.

16 MS. LIOTTA: Okay. Well, with a committee
17 it's all out there for everybody to have their
18 input and come in and talk. And it's just
19 transparency in its way for the community to have
20 their feedback and get engaged. I just -- you
21 know, I'm not sure. I just don't know what your
22 plan is for bringing things, whether it's a
23 timeline, how you are prioritizing things, what
24 feedback you are looking from us or the community.
25 It just seems so less structured that it just, you

1 know.

2 CHAIRMAN OLSON: It is less structured. It is
3 absolutely less structured. We are -- there are
4 some things that work better entrepreneurially.
5 And it's interesting that you and I should have the
6 discussion about the value of working
7 entrepreneurially.

8 MS. LIOTTA: I considered the -- having the
9 committees to be that because it's a way of getting
10 more input and having -- and having board expand
11 its ability to get things done.

12 CHAIRMAN OLSON: We have -- it's how much you
13 want to defer to whoever has been designated to on
14 this board to oversee that area of retention versus
15 creating another, that would be our sixth standing
16 committee.

17 MS. LIOTTA: Well, sure. If Reba were to be
18 out and, you know, see something that she would see
19 something that could be community engagement that
20 just because there is a standing committee, I
21 don't -- in my mind doesn't mean she can't have
22 input or point of view on that topic.

23 MS. LUDLOW: And I think really what Bob was
24 bringing up in the master plan addresses both
25 aviation needs and at the airport proper. But I

1 don't think he needs a committee. He has a
2 responsibility that any of us have to go to
3 meetings and come back and report. If anything,
4 maybe in the master plan, it could say in
5 conjunction with EDC or something like that. Ed --
6 Ed will help us. Well, maybe.

7 MR. WUELLNER: Oh, I'm sorry. You might want
8 to draw attention between your charter functions
9 and non-charter functions. You are not a
10 chartered -- you are not chartered by the state to
11 do economic development. So you might -- while
12 your projects have an economic impact they are not
13 necessarily -- your charter is not inclusive of
14 that. It's -- we made that attempt a few years
15 back because there is some protections with that
16 designation, but the legislature did not act on it.
17 We need to go a different path in local bill
18 methodology.

19 So if it's something you want to pursue as a
20 charter function, you are certainly free to do
21 that. But it's not included now. You take
22 advantage of actual charter economic development
23 entities in the state -- excuse me -- in the county
24 as well as the state and you are always welcome to
25 do that. There is no prohibition of that. But

1 it's not a core function of the Authority. Well,
2 as the other committee you are talking about is.

3 MS. LUDLOW: I understand.

4 So really Bob will still promote as a
5 representative of the airport the airport and come
6 back and tell us about the aerospace initiatives,
7 which we all are very interested in. But maybe EDC
8 doesn't need to be in the master plan charter at
9 all.

10 CHAIRMAN OLSON: Yeah. I think -- I think the
11 most immediate opportunity -- and I use economic
12 development not that we have been chartered or
13 authorized by the legislature, but because we have
14 the powers to do it is to explore the -- and
15 conceptualized, which I think is something we need
16 to do, especially as we get our -- get the staff
17 transitions completed, work with staff, and maybe
18 consultants and certainly community economic
19 development interests on opportunities for the
20 commercial frontage along U.S. One.

21 And there is a reason and that's an important
22 reason is that we need to look at ways to monetized
23 land that is not designated for the direct aviation
24 needs and aviation vision and so that's an
25 important thing. And I'm glad that we have that.

1 I'm happy to have that economic development
2 designation. So...

3 No other comments.

4 POLICY COMMITTEE

5 CHAIRMAN OLSON: Okay. We're moving on in our
6 mark up to policy. As with the last meeting I have
7 a lot of thoughts to share about this in a very
8 fundamental way, but I'm hoping maybe others have
9 comments. Well, if they do let's hear them. But
10 then I will share my --

11 MS. LIOTTA: I will make a quick statement
12 first and I don't know if it will address your
13 comments. But I did listen carefully to your
14 statements and concerns last time and took those to
15 heart and did make some changes to the charter.

16 As it's written, every single member of the
17 Authority has the absolute right to be a member of
18 this committee. So the idea of the committee was
19 that it could take things outside of these
20 sometimes very long board meetings and deal with
21 issues and come back with recommendations and they
22 are by doing some also get feedback from members of
23 the airport community, community at large. And it
24 doesn't set policy. It recommends policy. All
25 final decisions are done by the Authority as a

1 whole. And it will be a way to focus on issues as
2 they come up or as they are found or requested and
3 get them -- get them dealt with.

4 We -- we know from last year it took five, six
5 months for a meeting committee policy to be
6 reviewed and my recollection was that was actually
7 ended up getting delegated back to staff to do. So
8 the authority members are not the ones who rewrote
9 that policy. It was staff.

10 So I think some delegation is completely
11 appropriate. And having it to come back to the
12 Authority for final review and approval is, you
13 know, the way it should be.

14 And so that's -- that was the spirit of this
15 committee to have people who care about the policy
16 and live with it day to day and get affected by it,
17 have more input than three minutes stand up at a
18 board meeting to eventually at the end of the day
19 it is this board's obligation to set and review
20 policy.

21 CHAIRMAN OLSON: Any other comments at this
22 point?

23 Is it my turn?

24 MS. LUDLOW: Yes. Looking at what we had for
25 a policy before. Did you get that in your package

1 or at all?

2 MS. LIOTTA: What specific policy?

3 MS. LUDLOW: That was established.

4 MS. LIOTTA: That's the meeting policy.

5 That's a policy.

6 MS. LUDLOW: Okay. Meeting in context. Okay.

7 MS. LIOTTA: Right.

8 MS. LUDLOW: Now go ahead, Bob.

9 CHAIRMAN OLSON: Okay. I appreciate the
10 further explanation and about how this policy
11 committee has been refined and how it will work and
12 why it's needed.

13 I continue to strongly feel that this board's
14 fundamental role and mission and charge by the
15 voters of our county is to be the policy board and
16 to not offload policy development, functions, to
17 not offload the -- the setting of policy,
18 determining which policy -- what policy should be
19 pulled out and analyzed and revised, what policy
20 should be instituted that are not there.

21 Policy is a broad, broad term. Policy can
22 mean a whole range of things. It can mean things
23 that are very important not only to the tenants.
24 There are policies that are important, and are
25 especially important to the tenants and users of

1 this airport.

2 There are fundamental policies that could
3 affect the entire county, how people initially
4 vote -- voted to set up this Authority and give it
5 its powers.

6 If we are volunteering our time for this
7 board, we need -- we just have to sign up for the
8 messy business of policy discussion and policy
9 development. To have a separate board decide what
10 itself what policy should be looked at to conduct
11 public meetings, to discuss those policies, and
12 those public meeting obviously need to receive
13 input. So you're talking about a series of
14 hearings about new policy that has not gone through
15 this board. And then to deliver fully formed
16 policy proposals to this board with the expectation
17 that it will be -- all the work has been done and
18 it's ready for ratification. Not necessarily that
19 this board has to do that. But then if it doesn't
20 there is a repeat of hearings, discussions, anyone
21 with a specific interest in the policy would have
22 to attend and cover that first arena of work
23 outside of the board meeting and then would have to
24 come in here and follow the -- how it is handled at
25 a board level.

1 So, again, I feel it's the central
2 responsibility of the Authority board to handle and
3 looking at policy. It's not something that should
4 be offloaded to a committee that is not structured
5 like this board. It's contrary to the contentions
6 of the voters of St. Johns County as to the way it
7 was chartered.

8 And if there is someone who is volunteering to
9 chair a policy -- a policy committee, I maintain
10 this is the policy committee. I stand ready to
11 nominate whoever that may be to be chair of this
12 board, to have -- because this is the policy board
13 of our authority of our airport.

14 MS. LIOTTA: Okay. Well, I appreciate all
15 those concerns. And I don't disagree that this, us
16 sitting here, the Authority members whoever was
17 elected at the time are the ones who decide on
18 policy. I'll challenge, if I may, a few of those
19 statements that you made, that this board is the
20 one who should be expected to write all policy.
21 When we know that last year this board had no
22 issues with the staff redrafting a policy and then
23 it came back and it was discussed and reviewed and
24 ultimately adopted by this Authority. So the fact
25 that a non-board member had some input into a

1 policy, I don't find to be problematic. In fact, I
2 think we need staff input.

3 We also should have tenant input, community
4 input. And that's what this committee is meant to
5 do. Not to replace, but to enhance.

6 And as far as a fear that policies are just
7 going to come willy-nilly out of this committee and
8 just show up fully formed for this board to review
9 with no idea of what's going on, that's not the
10 intent of this. That is why both the chair and the
11 vice-chair, as written, need to be members of this
12 board so that the committee is not a committee in
13 contrast to some of these other committees. Only
14 members of the Authority can be chair or vice-chair
15 of this policy committee because it is important
16 and it should be done thoughtfully and, you know,
17 it does need to be done that way. And I don't see
18 that it's a situation where somehow the committee
19 ends up as being the tail that wags the dog so to
20 speak.

21 What comes on the agenda for this board
22 meeting -- for these board meetings is not up to
23 the committees. So if there is something that as
24 Authority members that we feel the committees are
25 doing, any of the committees are doing something

1 that we feel is off mission, we have the ability to
2 give that input and say I don't think that the
3 Authority should take that up at this time.

4 There are checks and balances to all of these
5 committees. And inviting broader participation is,
6 you know, not -- I don't think we should be afraid
7 of it. I think we should embrace it.

8 MS. LUDLOW: Okay. What I see is that
9 question is should we have a policy committee or
10 not. So should we have a separate policy committee
11 that makes recommendations back to the board or we
12 do like Bob said and the board is the policy
13 committee. So is that something we would vote on
14 whether we want this committee or not?

15 CHAIRMAN OLSON: You will ultimately. We'll
16 need to vote on all these individual charters.

17 MS. LUDLOW: So -- well, this is the only one
18 in question whether we want this committee.

19 MS. LIOTTA: It seems to be.

20 MR. CLARKE: I would like to chime in. You're
21 done?

22 MS. LUDLOW: I am. Thank you.

23 MR. CLARKE: I mean, I agree with Bob, we are
24 the board, the members of the board are the
25 ultimate policy making committee. But I think we

1 need to avail ourselves of all the input from our
2 constituents, our stakeholders. You know, the
3 final point in the functions and responsibilities
4 says report findings, deliberations, or
5 recommendation to the Airport Authority. So we are
6 not -- we are not going to accept a final policy
7 from the committee without debating it.

8 But just as those of us on this board are not
9 experts in the technical management of this
10 airport, which is a highly complex operation, we
11 are not on mission with respect to the policies
12 either. So there may be some input, you know, that
13 our tenants or other stakeholders that bring to our
14 attention that we would otherwise overlook. And I
15 would be loathed to do that.

16 MS. LIOTTA: Yeah. And also this committee in
17 particular, and I think you alluded to this
18 earlier, Bob, is likely to have a good bit of time
19 with the airport attorneys as relevant. Nothing
20 should go through the committee, be recommended to
21 this board without a review saying like is this --
22 does this comply with applicable law, is -- you
23 know, are there issues here. And, you know, we
24 just, what, one, two meetings ago, stumbled across
25 a policy that we have right now that's not --

1 apparently is not complying with law. So having a
2 committee that you can work with counsel outside of
3 these big regular meetings to go over some of those
4 issues, fix some things that are, you know, may not
5 be right in our policies is to the benefit of all
6 of us. And I don't think that needs to be done --
7 it will slow it down if we're only doing it at
8 regular board meetings and for having appropriate
9 input of, you know, if it's shared it's shared by
10 board members. It's working with airport counsel
11 and with some community input for sure. But this
12 is not -- you know, this is, I think, a thoughtful
13 way to do it to have our airport be as strong as it
14 can. And, you know, with ultimately decisions are
15 made hereby by the authority.

16 As I stated before, this is not a delegation
17 of authority or rule making ability to any other
18 body than this Authority.

19 CHAIRMAN OLSON: Well, I continue to feel it's
20 delegation of a role. It's a policy development is
21 important. There are policy decisions along the
22 way -- there are -- that rests with the Authority.
23 One of them is the idea of determining what
24 policies -- rolling out new topics to give policy
25 attention to. To have that happen without this

1 board having been brought in on it is wrong. It's
2 not -- excuse me.

3 So, again, I just think it seems contrary to
4 the charter and I can just think of -- this sounds
5 extreme, but this is an open-ended charge setting
6 up this committee. It sounds extreme. This policy
7 committee -- and I've heard some buzz about it, not
8 a lot, about closing the passenger terminal and
9 repurposing it and deciding that we are no longer
10 going to be receptive to carrier service at our
11 airport. That is a really, really important policy
12 question that could come into another forum, could
13 be brought into that committee meeting. And I
14 don't want to have to as a board member hear that
15 there is a separate authorized group from this
16 board discussing that policy without me knowing
17 about it and without it going through this board
18 too.

19 So I think the idea of having a structure
20 where we -- where this board is struggling maybe
21 with a policy that needs more technical
22 investigation, needs more efforts to look at how
23 other airports are handling such a policy, needs to
24 do -- I think assigning a working group or either
25 ad hoc or a group committee that's been authorized

1 but that works on topics as directed by this board
2 would be acceptable.

3 But to have a committee that operates the way
4 it's been outlined is -- seems contrary to our
5 charter and contrary to the responsibility of this
6 board.

7 And I know that I've heard that just now that
8 there was frustration with how a prior board
9 handled a request or a issue on a policy that came
10 before the board. I have a lot of faith in this
11 board being willing to roll up its sleeves and work
12 on things so -- as a board. And I think that's
13 what we need to do.

14 This is our -- this is the venue where we hear
15 from our stakeholders from the public and this is
16 where it needs to be.

17 MS. CASH-CHAPMAN: Well, I think that what you
18 are saying is that -- the way you are saying it
19 sounds to me like when people come forward with
20 issues about our policy in our general meetings
21 perhaps that's when we can turn it back over to
22 this committee and, again, all of us, as it says,
23 are invited to be a part of this committee. So it
24 almost sounds like this committee will function
25 more of a workshop style that we can go through

1 each line by line of the policy to spare us doing
2 that in a general meeting where someone may come
3 for, you know, one thing on our agenda, but get
4 through four hours of this policy first. I just
5 think that this committee offers us the opportunity
6 to bring in people that have an expertise in the
7 certain policies that they might be interested in.
8 And correct me if I am wrong, but I'm not hearing
9 that you're going to go to this meeting and we are
10 going to say, okay, what policy should we tear
11 apart and rewrite because we don't like what the
12 Authority is doing. I'm hearing it the reverse of
13 that that we as an Authority are saying let's take
14 a look at some of these policies and what we can do
15 to better those policies. So let's bring that back
16 to the committee and, again, because all of us are
17 there it would be chaired, vice-chaired by board
18 members, I think that we still have the authority
19 and have the ability to keep it on topic, on task
20 and kind of in conjunction with what we are doing
21 as a board.

22 So we are running parallel. And hopefully
23 meeting, you know, to bring the policy where we as
24 a board feel it should be.

25 CHAIRMAN OLSON: Yes. Actually I'm glad you

1 made those points. It comes closer to what I am --
2 I would be comfortable with. And that's that we
3 have a policy committee that is -- that is
4 available for us -- for us as a board to refer
5 difficult technically complex policy questions that
6 this committee can look into and, as you said, not
7 be a separate arena where new policy is thought up,
8 new topics, new things to enact policy around. If
9 it's not that, if it's a committee that is
10 available for referral of tough involved policy
11 questions, that sounds like it would be -- work
12 fine. But that's not what this proposal is talking
13 about. It's not what this proposal as currently
14 written says.

15 MS. LIOTTA: Yeah, as written it does have the
16 ability for the committee, which is controlled by a
17 board member. So it's not, you know, out of the
18 rule from the general, you know, community to say,
19 oh, we're just going to force the Authority to do
20 something, board members to do so. If say someone
21 comes to a policy committee meeting, just like a
22 member of the airport did, community did a few
23 board meetings go and he says I would like you to
24 look at the T-hangar policy. That is someone
25 coming to the body, the Authority and saying we are

1 requesting this review. Do I think it is
2 appropriate for someone to come to a committee
3 meeting and make -- have the same ask on a
4 particular like, hey, we don't understand, we want
5 clarification as to the T-hangar waiting list. We
6 don't understand it. I don't find that to be
7 scary. So I put in there that was something that,
8 yes, the committee could come to the Authority and
9 say, the recommendation is that this policy get
10 reviewed and I --

11 MS. CASH-CHAPMAN: And we can always say no.

12 MS. LIOTTA: We can always say no.

13 CHAIRMAN OLSON: So the T-hangar policy is an
14 example of one that I think the wait list
15 absolutely is something that should be not
16 offloaded to a policy committee. It should be
17 discussed at the board. It's not highly technical.
18 It's highly policy. And we need to hear -- we
19 need -- the entire board needs to hear from if
20 there are issues with from tenants, people on the
21 wait list, it needs to be discussed by this board.
22 That happens to be a really important issue. I
23 would hate for that to be offloaded and to be
24 sorted out by a policy committee.

25 And, again, I'm serious on the policy

1 committee. I feel so strongly about it that if
2 it's not a referral committee, rewritten as a
3 referral committee, if it's a policy committee as
4 rewritten, I want to us have another election.
5 Nominate you and have you chair this board because
6 it is the policy committee. And if you would
7 like -- I'm ready to do that. I am not sure if I
8 can do it at today's meeting. If it forestalls and
9 deals with the concern about attention to policy
10 and efficient working through policy matters,
11 please, chair this group as a policy committee.
12 It's the most important thing that we can do.

13 Policy touches everything. It touches
14 budgets. It touches everything. As, in fact, as
15 we discussed with master plan, there is a lot of
16 policy built into master plan. It overlaps
17 everything. And it cannot be compartmentalized.

18 MS. LIOTTA: Well, I agree everything has a --
19 it could be stated as reporting this or that
20 policy. Policy committee is -- was proposed to do
21 written policy. I know sometimes people use the
22 word policy as like, oh, a general feeling or
23 something the airport -- a direction the airport
24 wants to go as a policy. No, I am talking about
25 the written policies of the airport that are on

1 paper that are very objective and that is all.

2 And I am working -- and I feel disappointed
3 that you would feel so strongly that this is a bad
4 idea when there is every opportunity for every
5 single board member to go to every single one of
6 these policy committees. It could -- it could be
7 just another meeting of the board if all the board
8 members want to participate. It really could be.
9 It's not meant to exclude any member of this
10 Authority. It's meant to be able to take some of
11 the work before approvals into a different area so
12 that it can get more input, more focus outside of
13 these sometimes very long meetings that have mixed
14 topics so that people can give -- the community can
15 give feedback and input on specific policy topics,
16 just like community engagement or anything else.
17 Yes, policy, is very important and should be done
18 in a deliberate way and not outside the purview of
19 this Authority. But this is a recommendation board
20 and to take some of the work into a separate arena
21 so it can get done.

22 Because frankly as we've seen over the last
23 year, you say it has to be done at the main
24 meetings means it gets done so slowly that I don't
25 think this board is addressing things as fast as it

1 needs to.

2 CHAIRMAN OLSON: What you just said I think is
3 sort of reflects the input that Michelle made is
4 that the policy committee is a -- could ideally be
5 a referral committee and not -- and not the way
6 this current was written. If we could -- if this
7 board --

8 MS. LIOTTA: So you don't want someone to be
9 able to come to the committee and say, hey, could
10 you look at this?

11 CHAIRMAN OLSON: No, that needs to come to the
12 board. The board needs to know what the policy --
13 what policies are going -- are need to. Some
14 policies might absolutely be able to be addressed
15 efficiently at the board level or for other reasons
16 of a particular policy such as the T-hangar waiting
17 list. As a board member I don't want to have to go
18 to another meeting to sit in and listen to sorting
19 through that. I think that's an issue that should
20 be dealt with by this board.

21 I think this board needs the prerogative of
22 being able to decide what policies, issues are
23 assigned or referred to a policy committee for
24 further attention, research, analytic work,
25 comparing with other airports.

1 MS. LIOTTA: Right.

2 CHAIRMAN OLSON: I'm not sure why you are so
3 resistant to -- seem to be resistant.

4 MR. CLARKE: May I make a comment, Mr. Chair.
5 I think there is room for compromise here. I'll
6 give you an example of an issue that I would bring
7 to the board.

8 The financial report statement has a -- the
9 financial report has a statement in it that says,
10 "The Policy of the Airport Authority is to
11 capitalize assets at \$5,000." If you look into the
12 procedure manual that's on the website, it says
13 \$2,000. So I am bringing that to your attention.
14 Now, where would you refer that to? The audit
15 committee? The policy committee? The Board in
16 general? How do we resolve that discrepancy?

17 CHAIRMAN OLSON: It would be a -- it would be
18 a quick board direction as to what to do with it.
19 Is that question --

20 MR. CLARKE: Well, what I am getting at is I
21 think we can take the document as written here and
22 refine it to, I think, to achieve what you are
23 looking for. Because I don't want to spend eight
24 hours at a meeting looking at every single policy.
25 You know, we could spend five days a week eight

1 hours a day.

2 CHAIRMAN OLSON: You know, I'm not suggesting
3 that. I'm saying that this -- we're talking about
4 a referral.

5 MS. LIOTTA: I'm trying to -- okay. I think
6 it's -- I was hoping that this committee -- that
7 this proposed committee would be something that
8 could be more open to feedback from the community.
9 It seems very clear that you don't -- you are
10 worried that might be -- might snowball into
11 something else. So I'm looking -- as a way to try
12 to get towards where this can be functional for
13 everybody without -- with maybe putting some
14 guardrails on it to make everybody more
15 comfortable, if -- you know, happy to amend this to
16 say that the board -- the committee will work on
17 items that have been, you know -- do you want to
18 have to have this be something that the entire
19 board has voted, yes, policy committee you are
20 allowed to look at this, that or the other thing?

21 CHAIRMAN OLSON: I'm just saying the policy
22 committee should be a vehicle through which if
23 there are difficult policy questions that come up,
24 and there are at times, that require more technical
25 investigation, more research of some kind, that

1 they would be referred to a policy committee. But
2 I think we should have our stakeholders, the people
3 we serve that are interested in a policy issue they
4 should be able to -- this should be -- the board
5 meeting should be the venue that that happens. And
6 I am not saying that I mistrust the committee. I
7 just think it's our responsibility as an elected
8 board to have that role of that primary role in
9 policy and to not offload the -- if the way it's
10 been described in this proposal.

11 MS. LIOTTA: Okay. Can -- I would like to
12 discuss a scenario so we can sort of figure out
13 maybe where we're meeting and not meeting.
14 The T-hangar policy, the T-Hangar waiting list
15 policy. It's important. It impacts a lot of
16 people. There is going to be people who want to
17 understand it. They have a point of view as to how
18 it impacts them. You know, so I think there is
19 going to be discussion needed. And at a regular
20 board meeting when you have members of the public
21 who are not sitting here on this board, they can
22 only talk for three minutes.

23 The committee platform was meant to give more
24 robust feedback so we can -- the committee and then
25 ultimately the board, because the committee only

1 reports, have a better impact -- understanding of
2 context and where language -- you know, so they can
3 be better informed decisions about what changes or
4 not would be recommended. And every member of this
5 board could show up to those meetings and hear
6 directly from those individuals -- from the people
7 who are the T-hangar list and don't understand, and
8 what they are looking for, and review other --
9 because I think benchmarking and understanding what
10 other airports are doing is part of it. And that
11 could be done at a regular board meeting, sure, or
12 it could be done in a committee.

13 But ultimately what it boils down to
14 understanding the context before making a decision,
15 I think having the committee do that is to help
16 inform the board, not stand in place of the board.

17 CHAIRMAN OLSON: Well, I mean, I don't know.
18 I am listening to what new information was just
19 pointed out. If it hinges on the three-minute
20 guideline for individual public comments that's
21 both for -- that's for the courtesy of everyone in
22 the room. It's for the courtesy of people that
23 have come that they also are interested in that
24 issue, but they don't want to stay all night for
25 it. They want to be able to speak their peace.

1 They want to hear other people's viewpoints. It's
2 just a discipline of public discourse that the
3 three minutes is.

4 And the burden of if someone under a scenario
5 was at a meeting where there was no limit on how
6 one person could talk that makes that meeting
7 probably multiple hours and burdens the person,
8 even the people that come.

9 MS. LIOTTA: That's why the committee was
10 envisioned to have regular members who were not
11 board members who would be able to stand in for
12 larger -- larger stakeholder groups like pilots or
13 commercial tenants or general community members and
14 get -- it's a little bit of a representative
15 viewpoint so, you know, one is not series of
16 three-minute blurbs that are all from different
17 commercial tenants. It's one commercial tenant who
18 can speak to that viewpoint and, you know, not be
19 limited to three minutes.

20 MS. CASH-CHAPMAN: It sounds to me like it
21 gives a venue for more of an open discussion.
22 Because when people come up and say their three
23 minutes, we stare at them and say thank and then
24 they sit back down and that's kind of the end of
25 it. So at this point they bring it forward, we can

1 say, thank you, you know what, let's bring that
2 back to our -- let's add that to our next policy
3 meeting that will be on "X" date. And we welcome
4 you to come back to that and then we can have an
5 open discussion about it.

6 Okay. If you don't like the policy, what are
7 some changes that you would envision. And it turns
8 into other conversation with the people that are
9 most affected by this policy instead of the five of
10 us going back and forth and then waiting -- making
11 the decision and then waiting for someone to say
12 something. I think it just kind of offers that
13 opportunity so that you don't just have three
14 minutes and then you sit down and we smile at you
15 and that's the end of the policy.

16 So that's this way with the policy
17 committee -- and, again, I think that there is some
18 room for some compromise so everyone is comfortable
19 with it that perhaps if somebody does walk into a
20 policy meeting and says I want to talk about "X"
21 policy, because it is being chaired and vice
22 chaired by board members, we could say we are not
23 comfortable discussing it right now. I'm going to
24 bring that back to our general board meeting and
25 then go from there.

1 MS. LIOTTA: Somebody just walks into the
2 committee meeting and says, I think there should be
3 a policy that we write, you know, dictating how we
4 do, you know, economic development. That's a
5 non-starter. I mean, that's just not something.

6 MS. CASH-CHAPMAN: It wouldn't be an
7 appropriate thing for that.

8 MS. LIOTTA: Right. If somebody says I want
9 to -- I want to -- there is this policy or I've
10 heard there is this policy, but I can't find it
11 written down anywhere about X, is this real?

12 MS. CASH-CHAPMAN: Because none of our
13 policies are secret. So if someone has a concern
14 about it, if it can't be answered in a two second,
15 well, here is the answer to your question black and
16 white. If you have a problem with that we
17 recommend that you bring it to the board at a
18 regular board meeting and then we can add it to the
19 next policy meeting agenda and we can really
20 dissect it in there.

21 CHAIRMAN OLSON: And that's the referral.
22 That's the referral approach. And that's what I
23 have been urging in this discussion is that the
24 policy committee it acts on referral from this
25 board.

1 MS. CASH-CHAPMAN: Okay. I think that's kind
2 of where we were headed and maybe there was just a
3 miscommunication.

4 CHAIRMAN OLSON: Not as it's written. As it
5 is currently written it's not a referral.

6 MS. LIOTTA: As it's currently written the
7 policy committee could come to the board -- someone
8 could come to -- somebody could come to a regular
9 policy meeting, committee meeting and say I am very
10 confused about this T-Hangar waiting list. Could
11 you guys look into it. And the committee could do
12 some initial work on that without having to get
13 the blessing of the entire board by a vote to
14 determine whether that may be an issue that the
15 committee should look at, that the total overall
16 board should vote on, should go forward with it at
17 all. And then -- but even if the committee were
18 to, you know, say, yeah, we'd like to look into
19 that, we agree that there is confusion on this
20 issue, it could get rewritten or, you know, it
21 looks like, hey, it looks like this language in
22 here about a meeting policy is actually, you know,
23 contrary to Florida law, we should look at that.
24 So then without having to come to the board first
25 to say, hey, am I allowed -- is the committee

1 allowed to go do any work on this.

2 So is it a one-way street or is there -- is
3 there ability for the committee to do some work on
4 something knowing that to get on the agenda for a
5 full board meeting is not up to any -- any
6 committee can't put something on the agenda for
7 this -- for a vote. Nothing can move forward
8 without this -- the full Authority having it on the
9 agenda and deciding to consider it.

10 CHAIRMAN OLSON: This board meets now, what,
11 twice a month?

12 MS. LIOTTA: Yes.

13 CHAIRMAN OLSON: So that's -- that's -- there
14 is a pretty efficient scenario under which a
15 referral function can happen. If a committee -- if
16 the policy committee wants to go beyond three
17 minutes by burrowing into something that's been
18 referred to it by this board, they should have at
19 it. They should remember that they're probably
20 sitting there with you-all. Is it an attorney with
21 a billing rate of -- fill in the blank, and
22 transcriber, because if this is going to be
23 discussing and receiving input on policies separate
24 from this venue, we need to have a concise
25 transcript of the input if we are not going to be

1 able to have it here with this board.

2 So, again, I would urge you to consider
3 revising the policy committee in the way that I
4 have been hoping it would and that seemed to be
5 logical with other board members here. And the
6 alternative is to chair this board as a -- which is
7 the policy board.

8 MS. LUDLOW: I have a suggestion. I do not
9 want another three-hour meeting. So what -- you're
10 at an impasse. You are both sort of saying the
11 same thing. I will always be a representative of
12 the airport, the hangar people, the tenants, you
13 know. So I will always bring that to the board
14 because that's my job. That's why they elected me
15 to look out for them.

16 So we have to vote on the things we've already
17 gone through. So if we go through these others and
18 make the corrections and bring them back Monday
19 then they can be approved as corrected or not.
20 What I would suggest between you and Bob is that
21 Bob go over your whole agenda here and rewrite it
22 saying -- I mean, saying referral and take out what
23 you want to take out, and if you want to get with
24 the attorney then you get with the attorney and you
25 write up the charter. I mean, what -- I know what

1 you -- I know what each of you are saying. I
2 understand it. You know, you're both
3 knowledgeable. But it's obviously very, very sore
4 point. So there has to be another way to resolve
5 it. So, Bob --

6 MS. LIOTTA: I'm not trying to create a
7 committee that takes authority away from this group
8 of people. That was not the intent. I am not
9 trying to make anyone uncomfortable or to do
10 something that's going to be divisive. So I'm happy
11 to do a rewrite to make it a referral body. I do
12 believe that non-airport authority individuals, you
13 know, should have participation in such a body so
14 that they can have more than three minutes to have
15 thorough discussions about impacts and feedback and
16 help, you know, ultimately help the airport be
17 better. Does that sound like something that you'd
18 be comfortable with?

19 CHAIRMAN OLSON: I need to see the rewrite.

20 MS. LIOTTA: If it's a referral body, like you
21 said --

22 CHAIRMAN OLSON: No.

23 MS. LIOTTA: I'm looking for some help here.

24 CHAIRMAN OLSON: Well, and I'm willing to help
25 very much. I want us to be able to get through

1 this, but I just need to see -- I would like to see
2 the rewrite before I sign on to it.

3 MS. LUDLOW: Well, we all are rewriting.

4 MS. LIOTTA: It's -- could I -- I think Reba
5 got the kind of better idea here because me trying
6 to guess what might be comfortable could end up
7 being a very extensive process back and forth. So
8 if you wouldn't mind making some suggestions for us
9 to look at the end of the next meeting, I think
10 that might get us there faster.

11 CHAIRMAN OLSON: If that's a good thing, I
12 will do that. I will do that, you know.

13 MS. LIOTTA: Okay.

14 CHAIRMAN OLSON: Okay. So this is not an
15 action. We are not scheduled to take action on any
16 of the items we've discussed today the way I
17 understand it.

18 We do have a proposed resolution. I guess
19 that's just for information to see what it will
20 look like when we act on these. And when we act on
21 these we'll also want to act on some of the members
22 of these committees are appointed; is that right?
23 I would have to go back and look at which involved
24 appointed members by this Authority, which is what
25 the county does for its commissions -- committees

1 that are charges or whether some are self-appointed
2 or organized by the committee chair, but we would
3 definitely need to designate the committee chairs
4 for these committees at that time also.

5 MS. LIOTTA: But that's, I think, maybe an
6 area where we may want to decide if there is some
7 sort of mechanical issue on these drafts that we
8 want to make the same as far as appointments,
9 because I think the Community Engagement one has a
10 lot of detail about how someone gets on the
11 committee. The initial draft that I did of the
12 Policy Committee also had that kind of language in
13 it. And then there was discussions at the board
14 meeting about creating a separate global policy
15 that goes somewhere else that would apply to all
16 committees. So I went back and I took out
17 everything that I have. The Policy One is silent
18 as to how someone might get on the committee other
19 than the board members.

20 So if there is a viewpoint that we want each
21 charter to have -- to address that because they may
22 be different versus if we want to have a singular
23 approach to how the charters -- excuse me -- the
24 committees are populated that could help guide
25 maybe the next round of drafts.

1 CHAIRMAN OLSON: Yeah. So, yeah. Absolutely.
2 And then I believe we need to further discuss the
3 activation of these committees in the light of the
4 fact that it's been documented that we don't have
5 the staff capacity now to manage that. The
6 question also is we are going through a staff
7 leadership change and whether these should be
8 activated before or at the time or after we have
9 our staff leadership change.

10 MS. LIOTTA: Well, I would maybe have a
11 suggestion that would be go ahead, let's work on
12 the charters, get those agreed. As far as when we
13 start staffing them or getting people on the
14 committees and when we start doing the regular
15 meetings, work with staff to get an idea of what it
16 might -- what the cost is going to be if we were to
17 maybe bring someone from outside to do some of that
18 work or what -- talk to counsel, which by that time
19 there will be new airport counsel on board. Can we
20 do our own minutes? You know, what options do we
21 have? And make a plan for are we going to have to
22 be limited for -- get some more information before
23 we decide when we can start doing regular meetings
24 on what cadence within physical limits.

25 CHAIRMAN OLSON: Okay. So thank you.

1 Any other discussion before we go to public
2 comment?

3 STAFFING IMPACTS OF ADDITIONAL COMMITTEES

4 MR. CLARKE: I would like to make a couple of
5 comments on -- I think maybe we as far as staffing
6 the committees, let's look to the way that the
7 county appoints members of their 20 something
8 committees. You know, they -- I mean, they have
9 some language on their website. And that may --
10 that may help us decide, you know, to keep it
11 available for the public. As you know the county
12 has a formal application. And, you know, I have
13 edited that to suit the airport. Of course it's
14 not final yet. We would want to get our legal
15 counsel to opine on that matter.

16 I just have one comment on appreciate the
17 staff put this impact on adding standing board
18 committees before us. We were aware of it but
19 hadn't discussed it much. But one of the items, as
20 you know, we've -- or at least I have proposed we
21 bring a finance manager on, whether we call that
22 person controller, chief financial officer, or what
23 have you, that will add additional resources to
24 staff and may free up the staff to perform some of
25 the duties that they've itemized in here, which are

1 not insignificant. But it's very important that we
2 consider that. But that person would free up
3 resources.

4 PUBLIC COMMENT

5 CHAIRMAN OLSON: Right. Okay. Good. So we
6 are going to public comment now.

7 MS. MASTER: What about staff impacts?

8 CHAIRMAN OLSON: Staff impacts.

9 MR. CLARKE: That's what I just said.

10 CHAIRMAN OLSON: We just discussed. Yeah.

11 And we -- yes, and we have information from our
12 director about that and so we have that information
13 and we discussed it.

14 So Mr. Goran.

15 Mr. Gorman. Gorman.

16 MR. GORMAN: Yes.

17 MS. LUDLOW: Does that mean it's going to be a
18 long dissertation?

19 MR. GORMAN: No. Very short. Is this
20 working? It should be very short. I just can't
21 think and stand at the same time. There IS only so
22 much resource up there.

23 Mrs. Liotta has a good grasp -- good grasp so
24 far, I think, on this Sunshine issue. But my
25 question, I don't know, that's why I ask it, is if

1 you have committees and the committees are
2 empowered to make up ideas, which I think actually
3 is a fairly good idea, that the board will actually
4 end up voting on, will, in fact, those committees
5 be hampered by being conduits if they speak to each
6 of the board members separately?

7 In other words, I was told before under
8 Sunshine Law you couldn't have one person relay to
9 another board member and then to another board
10 member what was going on, in other words. And
11 that's just my question. It's not something I
12 really know of. It's something I just ask as a
13 matter of public comment. And just a question.

14 Let me put a few things together. On the
15 master plan, I was grinning when I heard Mr. Clarke
16 say another \$200,000. When I was on board the
17 master plan is, of course, so convoluted it seems
18 to be it just gets rubber stamped with changes and
19 expensive rubber stamp to the same document. But
20 if you got a committee put together for the master
21 plan, it would to me be a critical issue to get a
22 really good briefing to that committee about the
23 environmental issues and the engineering and
24 special issues. So that you don't, you know, try
25 to reinvent the wheel, because there are certain

1 things that you can do and there are certain things
2 that were done. For instance, drainage, great big
3 oak tree, that was a drainage issue to dig the pond
4 or keep the tree. So people don't run off on
5 tangents that are impossible. That was my thought
6 on that. I will wind it up.

7 And that's it. I wish that more could be done
8 more quickly. But committees seem like a good
9 idea. But I think you are going to run into things
10 that are problems. I'm not sure.

11 MR. CLARKE: Will you agree to volunteer for
12 the master plan committee? I'm recruiting you.

13 MR. GORMAN: Then I won't be able -- in my way
14 thinking I won't be able to talk to any of you.

15 MR. CLARKE: No. As a body that's been --

16 CHAIRMAN OLSON: You two wouldn't be able to
17 talk outside, but you could talk in your committee.

18 MR. CLARKE: Sure.

19 CHAIRMAN OLSON: While you're thinking of
20 that.

21 MR. GORMAN: I would know a bit about the
22 master plan having been on the board.

23 CHAIRMAN OLSON: Mr. Gorman, what I am curious
24 what master plan was it the '96 -- the '95 plan,
25 the 2005 plan, which plan were you engaged in?

1 MR. GORMAN: All the way up to 2011?

2 CHAIRMAN OLSON: Okay. So you did the '96 and
3 the 2005. Okay.

4 MR. GORMAN: It's so hard for any director to
5 actually get a whole board cognizant of all the
6 nuances of a master plan.

7 CHAIRMAN OLSON: But those plans are very,
8 very different all of them. It's really unusual.
9 I guess you probably observed that. The mean, the
10 whole orientation of where each of those plans,
11 what was the priority was different.

12 MR. GORMAN: That's what I mean about critical
13 nature of hiring an engineering brief. Really
14 thorough engineering brief about this is what we
15 could do, this is what the FAA allows you to do so
16 we don't run off on tangents in a committee that
17 are not possible.

18 MR. CLARKE: That's the purpose of having the
19 engineer, the operations manager, the executive
20 director all advising that committee, because no
21 one can possibly know all of the technical details
22 of it because you are right it is daunting. It's
23 so large.

24 MR. GORMAN: Also so expensive.

25 MR. CLARKE: Right, it is. But if we're -- if

1 we're to advance in our capital plan, we have to be
2 able to point back to that, to the FAA and say but
3 that is in the master plan, you know.

4 CHAIRMAN OLSON: Anyway. Good input and great
5 questions.

6 MR. CLARKE: Thank you.

7 CHAIRMAN OLSON: We've got to find out the
8 answer to the first question you posed also. So
9 thank you.

10 MR. GORMAN: All right. Thank you.

11 CHAIRMAN OLSON: Mr. Riera.

12 MR. RIERA: Good afternoon, everybody. It's
13 been a long afternoon.

14 I have some comments. I like the community
15 engagement part. Invite the public to the airport,
16 in other words, open the door I think it would be
17 good for the community to see what we are able to
18 do and all of that. So we just have to find a way
19 to get it done properly.

20 My only comment about the Policy Committee.
21 My understanding when I first heard this particular
22 committee was that the committee was to study the
23 policies and to allow the stakeholders to review
24 and make comments and let the board ultimately
25 decide on what -- in other words, my understanding

1 the committee was not to make policy, but just to
2 say, hey, this may be a good policy, but you-all
3 have the ultimate authority on what needs to be
4 done with the policy whether we like it or not. I
5 get affected by some of those policies. And
6 specifically the T-hangar. If you decide not to
7 build one, guess what I am out the door. You have
8 the authority. I don't. I just have to make
9 suggestions. And you know if I were part of that
10 committee that's what I would be doing, just simply
11 telling you-all, hey, no, this is possible, this is
12 not possible. Just like the gentleman here
13 mentioned about the policies that have to do with
14 engineering and the master plan.

15 Which, by the way, thank you for recruiting me
16 outside. I will try to find you help. That's all
17 I have.

18 CHAIRMAN OLSON: Thank you. Thank you.

19 MS. MARTIN: I'm sorry. I didn't turn my form
20 in.

21 CHAIRMAN OLSON: Another public comment.

22 MS. MARTIN: Sacha Martin. I just want the
23 board to think about the administrative
24 requirements of running all these committees, the
25 noticing, the minutes, the communicating of the

1 results, and how much time a board member can
2 devote to the meetings. You already have two a
3 month and they have been running three a half
4 hours. Hopefully that won't continue. But you
5 already have two a month. And if you are going to
6 participate in some of these committees, I just
7 want to have you think, you know, in the middle of
8 the night, how much time can I afford to spend on
9 minutes -- meetings during a month.

10 CHAIRMAN OLSON: Yes. Thank you. Very good
11 points.

12 Okay. Let's see, I guess there is no other
13 business.

14 There being no other business, adjourned.

15 (Meeting adjourned at 3:01 p.m.)
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C E R T I F I C A T E

The State of Florida)
County of St. Johns)

I, Laura Dwyer Pierle, Court Reporter, do
hereby certify that I was authorized to and did
stenographically report the foregoing proceeding and
that the transcript is a true record of my stenographic
notes.

Dated this 24th day of February, 2023.



Laura Dwyer Pierle, RPR

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