

ST. AUGUSTINE - ST. JOHNS COUNTY AIRPORT AUTHORITY

Regular Meeting

held in The Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Monday, May 17, 2020

from 4:00 p.m. to 5:21 p.m.

\* \* \* \* \*

BOARD MEMBERS PRESENT:

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

\* \* \* \* \*

ALSO PRESENT:

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

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

\* \* \* \* \*

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

2 CHAIRMAN MAGUIRE: Call the meeting to order.

3 All right. 4:00. Reba, can you lead us in the

4 Pledge?

5 MS. LUDLOW: Yes.

6 (Pledge of Allegiance.)

7 MINUTES & FINANCIAL REPORT

8 CHAIRMAN MAGUIRE: All right. Now, the  
9 minutes and financial report. Any changes,  
10 modifications to the minutes?

11 MS. GREEN: Yes, Chairman, I do.

12 MR. WUELLNER: Could you use your mic, please?

13 MS. GREEN: Yes. Thank you.

14 MR. WUELLNER: Oh, that's high.

15 CHAIRMAN MAGUIRE: Can you turn it down a  
16 little bit?

17 MS. GREEN: It is high. Thank you.

18 For privacy purposes, I would like to strike  
19 Lines 5 through 20 of the minutes.

20 CHAIRMAN MAGUIRE: Okay. All right. Any  
21 objections to that?

22 MS. LUDLOW: Would you review it?

23 MS. GREEN: I'd rather not on the record.

24 It's for privacy purposes. If you look at your  
25 minutes, you can see.

1 MS. LUDLOW: 5 through 20?

2 MS. GREEN: Uh-huh.

3 (Mr. Mirgeaux enters.)

4 CHAIRMAN MAGUIRE: Okay. All right. Let the  
5 record show that we now have all five members of  
6 the board. Okay.

7 MR. OLSON: Oh, okay.

8 MS. GREEN: Uh-huh.

9 CHAIRMAN MAGUIRE: All right. Any opposition?

10 (None.)

11 CHAIRMAN MAGUIRE: All in favor?

12 MS. GREEN: Aye.

13 MR. MIRGEAUX: Aye.

14 MS. LUDLOW: Aye.

15 MR. OLSON: Aye.

16 CHAIRMAN MAGUIRE: Aye. Opposed?

17 (None.)

18 CHAIRMAN MAGUIRE: Okay. They stand with the  
19 stricken lines. The financial report, any  
20 changes --

21 MS. GREEN: 5 through 20. Page, I guess  
22 it's --

23 MR. WUELLNER: 1.

24 MS. GREEN: Well, it's the first of -- it's  
25 your cover page, and then you have an index. So I

1           guess maybe it's Page 3? It's the first of your  
2           text, but it's Lines 5 through 20.

3           CHAIRMAN MAGUIRE: 5 through 20 of the text.

4           MS. GREEN: Correct.

5           CHAIRMAN MAGUIRE: Okay. The financial  
6           report, any changes or modifications to the  
7           financial?

8                               (None.)

9           CHAIRMAN MAGUIRE: Seeing none, they will  
10          stand as presented.

11                               AGENDA APPROVAL

12          CHAIRMAN MAGUIRE: All right. Agenda  
13          approval, any changes to the agenda?

14          MS. GREEN: No, sir.

15          CHAIRMAN MAGUIRE: Okay. Now that we've gone  
16          through that, we'll start off with the staff  
17          reports.

18                               STAFF REPORTS

19          MR. WUELLNER: Staff report, a couple -- oh,  
20          I'll do it again.

21               Staff report, a couple of items to walk  
22          through. One is tax -- new T-hangars Bravo and  
23          Charlie, we completed the patio and the canopy  
24          project out there, landscaping improvements  
25          underway around that, and very likely over the next

1 week to two weeks, we'll begin the closeout of that  
2 project finally. And most certainly it will be  
3 closed before the end of the fiscal year.

4 Taxiway Delta, that work continues. Crazy --  
5 crazy busy schedule out there on that project.  
6 We've done our level best to make sure our -- our  
7 affected parties, tenants and the like, are being  
8 kept informed, but the work continues this week in  
9 earnest. They finished up subgrade on the eastern  
10 end of the taxiway, are moving into lime rocking  
11 already in that area.

12 CHAIRMAN MAGUIRE: Uh-huh.

13 MR. WUELLNER: I would expect over the next  
14 two to three weeks, lime rocking will wrap -- wrap  
15 up and they'll begin whatever they need to do to  
16 get to a point to begin paving. This job is over  
17 in July, so hopefully things will continue at the  
18 pace they've been going.

19 Kudos to staff and our engineering team.  
20 They've come up with some creative ways to continue  
21 to get access while -- for the T-hangar tenants  
22 while simultaneously getting some larger chunks to  
23 the contractor of this job to allow it to proceed  
24 even -- perhaps even faster than what we originally  
25 envisioned. So some good stuff there. Real proud

1 of them all.

2 I have a couple of items I just want to make  
3 note of. One -- a couple of very interesting  
4 meetings this week. One with St. Johns County  
5 administrative staff, and we're beginning to talk  
6 about economic development-type efforts where we  
7 could do some things jointly and how we can begin  
8 to support each other.

9 Keep in mind there's an entirely new  
10 administrative feel up there and some -- some  
11 really good people and really creative people. So  
12 I'm looking forward to continuing that dialogue and  
13 see how we can work projects of mutual interest.

14 I did want to make mention that we have been  
15 in contact with the -- the new owner of the corner  
16 of Gun Club and U.S. 1, which is directly adjacent  
17 to property the Airport Authority owns. And we are  
18 opening a conversation to -- well, started a  
19 conversation, but we will meet in person, I believe  
20 it's tomorrow, and that will further a conversation  
21 about how we can perhaps construct some sort of a  
22 property trade or something with the adjacent  
23 property that the Authority owns, putting the  
24 corner which has the airspace issues under the  
25 Airport Authority control.

1           So we'll just see where that conversation  
2 goes. There's nothing to take action on or  
3 anything else, but I was really excited that the  
4 owners were at least open to having the  
5 conversation about how to -- how to make that all  
6 work. They are aware of the shortcomings of that  
7 property.

8           Lastly, we received a letter from the  
9 Florida Adventures in Railroading organization,  
10 which is kind of a local firm, but they are -- a  
11 local group. It's a nonprofit who has asked us to  
12 enter into a conversation at this point over that  
13 railroad building on U.S. 1. They would like to  
14 begin to do some fundraising in an effort to  
15 preserve that building itself and perhaps to get it  
16 a historical status, whatever that means at this  
17 moment.

18          I -- I think we're in a position to talk about  
19 the building. My concern is I don't want any of  
20 their plans, or my -- my suggestion to you would be  
21 that their plans not include that as a permanent  
22 site for that building.

23          But if they can come up with some other  
24 suitable location at their -- under their own and  
25 are willing to move it again, I wouldn't see any



1 reason why we'd want to hang on to it. It could be  
2 something to consider for donation or something.

3 CHAIRMAN MAGUIRE: Right.

4 MR. WUELLNER: That's a decision later for you  
5 guys. But we'll see what they want and what they  
6 have in mind and what the schedule is and report  
7 back to you on that.

8 And lastly -- is Carol here?

9 MS. GREEN: Uh-huh.

10 MR. WUELLNER: I'll let Carol give you the  
11 overview, if you will, of the legislative. Yes,  
12 sir, I'm sorry.

13 MR. OLSON: Oh, two things. Which of the  
14 railroad buildings were you referring to --

15 MR. WUELLNER: It's --

16 MR. OLSON: -- about the --

17 MR. WUELLNER: Yeah, it's the one that's not  
18 occupied by Civil Air Patrol, if that's helps you.

19 MR. OLSON: Okay. So it's the old --

20 MR. WUELLNER: The lower --

21 MR. OLSON: It's the old passenger terminal  
22 building.

23 MR. WUELLNER: Yes. It supposedly was  
24 involved with the crossing over to Anastasia Island  
25 years ago.

1           MR. OLSON: And then the other question. I  
2           have a question about the operational update that's  
3           part of government relations.

4           MR. WUELLNER: Okay.

5           MR. OLSON: I mean, it's in the government  
6           relations attachment. Would that be appropriate to  
7           ask now or what?

8           MR. WUELLNER: It -- it's usually in that one,  
9           but we could easily -- are you asking to have it  
10          separated?

11          MR. OLSON: No, I just have a question about  
12          it.

13          MR. WUELLNER: Oh, okay. Yeah, go ahead.

14          MR. OLSON: Under fuel usage, I understand  
15          that -- the fuel volumes and gallons self-serve and  
16          then there's another item self-serve. I understand  
17          that is Atlantic Aviation, or should it be  
18          Atlantic Aviation, that second category.

19          MR. WUELLNER: Uh-huh.

20          MR. OLSON: But I -- I'm looking at  
21          April 20- -- 2021, and we have jumped up in gallons  
22          pumped under Jet A to almost half a million,  
23          499,000, up from last year 2020 410,000. F.

24          MR. WUELLNER: Uh-huh.

25          MR. OLSON: That's a huge increase, and it

1           happened during a period of -- you know, I guess  
2           the tail end of COVID.

3           So, is there a -- is there -- is there any  
4           story behind having had that bump-up in fuel  
5           consumption? And is that expected to go through  
6           the end of the year at a much higher volume?

7           MR. WUELLNER: I do not have much of an  
8           explanation, but I'm hoping Vinny -- is Vinny here?  
9           Maybe -- maybe he can shed some light on that under  
10          the business reports --

11          MR. OLSON: Okay.

12          MR. WUELLNER: -- if you want to ask him.

13          MR. OLSON: Sure. Okay. Thanks.

14          MR. BEYERS: Yeah, absolutely.

15          MR. OLSON: Okay. That's the only thing.

16          MR. WUELLNER: And I do see a little  
17          mislabeling on this. That should not be indicated  
18          as self-serve under the --

19          MR. OLSON: Right. But I was --

20          MR. WUELLNER: That would be FBO.

21          MR. OLSON: Right.

22          MR. WUELLNER: But that's our labeling issue.

23          MR. OLSON: Yeah. Okay.

24          CHAIRMAN MAGUIRE: Carol?

25          MS. SAVIAK: Thank you for the opportunity to

1 give a government relations update.

2 On that particular item, I would just mention,  
3 and I'm sure Vinny can mention as well, but that  
4 was -- that month was a little bit unusual in that  
5 last year the comparative included the beginnings  
6 of COVID, March, and there might have been some  
7 impact from the cessation of a lot of traffic in  
8 March. But I'm sure Vinny can share a little bit  
9 more.

10 So this -- this month's report contains the  
11 wrap-up for a number of legislative items that were  
12 monitored by NFRA and also the Florida Airports  
13 Council. And so I provided a summary of the key  
14 highlights for those.

15 It was not an expansive year in terms of  
16 fact-tracking a number of highest priority items,  
17 but they also track a number of items. And so, the  
18 state budget ended up being favorable to the state  
19 Aviation Grant Program in that the program was  
20 fully funded for this year. And you probably  
21 already read about the positive benefit to the  
22 state not to include the bonus dollars, if you  
23 will, that are coming from the federal American  
24 rescue act.

25 One item that we always watch is whether or

1 not they're going to change any elements of the  
2 aviation fuel tax, and nothing occurred this year.

3 One item that we are looking at specifically  
4 for the Airport Authority and for a lot of airports  
5 around the state was whether or not airports would  
6 again be exempt from a new law that passed I  
7 believe in 2019 requiring a certified engineering  
8 inspection. And that's something that we came  
9 under for the past year and was not -- was not  
10 corrected last session, but was corrected this  
11 session favorably and -- with regards to our needs.

12 There were some additional other legislation  
13 that passed that always seem to add a few new  
14 regulations, and so we will be incorporating a few  
15 of those small -- smaller items regarding special  
16 district accountability. There's some additional  
17 financial reporting standards and then also there's  
18 some new regulations regarding public works  
19 projects.

20 So it was a pretty, I won't say a light year  
21 in terms of major aviation bills, but that's just a  
22 quick summary of some of the more interesting ones  
23 that were being tracked.

24 Operations and training, Ed probably already  
25 mentioned Taxiway D, and so I'd like to mention

1       that Kevin Harvey had conducted airport and driving  
2       training for the St. Johns County Fire Rescue. We  
3       had multiple units out for that, and so we continue  
4       that strong partnership, especially as it is  
5       Emergency Management Services week or EMS week  
6       nationally.

7               So with that, I'll go ahead and conclude my  
8       report briefly, but always open to any questions  
9       either today or throughout the month.

10              CHAIRMAN MAGUIRE: Is that fire training  
11       annually or just whenever a new class comes in?

12              MS. SAVIAK: It's on an as-needed basis, but  
13       Kevin may be able to share more about that.

14              CHAIRMAN MAGUIRE: Okay.

15              MR. WUELLNER: Well, just there -- there are  
16       two different aspects to it.

17              One is familiarization. As you know, they --  
18       especially from your time on the county commission,  
19       that they rotate firefighters among the different  
20       stations.

21              CHAIRMAN MAGUIRE: Uh-huh.

22              MR. WUELLNER: As new groups report to those  
23       stations most likely to respond to the airport, we  
24       arrange or they arrange with us now to do  
25       orientation training of the airport so that we have

1       their people responding to the right location at  
2       the airport in the event they're dispatched here.

3               CHAIRMAN MAGUIRE:   Good.

4               MR. WUELLNER:   The other piece of it is we do  
5       some annual live fire drill training that we  
6       contract out of Jacksonville to do.

7               So, every year we send a finite number of  
8       St. Johns County firefighters up to Jacksonville at  
9       a few hundred dollars a student to keep them  
10      qualified under FAR Part 139 to respond to fire --  
11      or to accidents on the airport.

12              CHAIRMAN MAGUIRE:   Okay.   Good.   Okay.   Any  
13      questions for Carol from the board?

14                                      (None.)

15              CHAIRMAN MAGUIRE:   Thank you, Carol.

16                                      BUSINESS PARTNER UPDATES

17              CHAIRMAN MAGUIRE:   All right.   Business  
18      partner updates.   Henry Dean, is he available?

19              COMMISSIONER DEAN:   Yeah.

20              CHAIRMAN MAGUIRE:   There he is.

21              COMMISSIONER DEAN:   I'm hiding.

22              Well, good afternoon.   Good to see everyone  
23      again.   Henry Dean, District 5 County Commissioner.  
24      Just a couple of things this afternoon and then see  
25      if you have any questions.

1           First of all, I want to reiterate and  
2           reinforce what Ed reported to you. Our senior  
3           staff, our administrative staff, had a really good  
4           meeting with Ed. I think Carol sat in, too.

5           MR. WUELLNER: Yeah.

6           COMMISSIONER DEAN: And I think we have some  
7           opportunities I see in the relatively near future  
8           to work on some economic activities which are  
9           exciting, I think. So that's good.

10          At our last meeting, you may have saw a brief  
11          article or two in the paper from our May 4th  
12          meeting. After several years of workshops and  
13          debate and discussion and the legislative action  
14          possibly inter -- intervening or not, we finally  
15          adopted a county short-term rental ordinance,  
16          vacation rentals.

17          And the highlights, just briefly, it -- for  
18          the county, that only applies to those vacation  
19          rentals east of the intercoastal. Think about  
20          that, east of the intercoastal.

21          So we're talking about basically kind of where  
22          we are sitting here on the other side of the  
23          bridge, but roughly from Vilano Beach up to  
24          South Ponte Vedra, and there are some in  
25          Ponte Vedra. But there are a lot of vacation



1 rentals in what is the north shore area of  
2 Vilano Beach. And then on Anastasia Island, there  
3 are quite a few vacation rentals, particularly  
4 along Atlantic View along the oceanfront.

5 In total, there are probably about 2,000 units  
6 that fall under the short-term rental definition,  
7 less than six months.

8 Highlighting the actual ordinance, we did  
9 address occupancy, and the ordinance is going to  
10 limit occupancy to no more than 10 occupants per  
11 rental unit. But in fairness to those current  
12 owners, we're going to phase that in over a  
13 three-year period.

14 So it will start with 20 this year and phase  
15 down to 17 next year and then 14 the third year and  
16 then 10. It does not include any children 12 years  
17 and under. So, it's -- we're really talking about  
18 those over 12 years and -- that's the head count.  
19 That's the occupancy.

20 It will also limit -- it will require  
21 off-street parking -- for every three occupants, it  
22 will require one off-street parking space. For  
23 every three occupants, one off-street parking  
24 space. We also addressed the garbage pickup, and  
25 the or -- the noise ordinance will continue to be

1           enforced.

2           And I think that with this, hopefully this  
3           will address a lot of the problems typical, like  
4           traffic or almost any other thing you can think of  
5           or that I can think of.

6           Unfortunately, there are usually only a few  
7           bad actors. And like, for example, I heard a  
8           statistic once that like there are -- there are  
9           only like 5 percent of the -- of the criminals  
10          commit like 80 percent of the crime.

11          So, I mean, it's like, well, I think that a  
12          lot of the problems that are generated by  
13          short-term rentals are created by one or two bad  
14          apples and then it sort of creates a problem for  
15          the whole neighborhood. But hopefully this will  
16          work.

17          We can all -- the good news is as we go  
18          forward, we can either loosen it or tighten it as  
19          the need arises. But that's where we are with  
20          short-term rentals.

21          I want to quickly mention, as to the  
22          legislative session, of course they're back in  
23          special session as of today with -- dealing with  
24          casino gambling or off-site betting or whatever it  
25          is, online betting, with the Seminole tribe.

1           But one bill did pass during the session that  
2           I think is a very onerous bill that should be  
3           vetoed, and I have suggested to my fellow  
4           commissioners we should send a veto request to the  
5           Governor. We -- they have taken that under  
6           advisement and we'll probably discuss it tomorrow  
7           at our next commission meeting.

8           But it basically severely limits our ability  
9           as a local government as a county to address impact  
10          fees. And if we are -- if we are restrained from  
11          addressing impact fees when we need to, only two  
12          things can happen, and they're both bad in my  
13          opinion.

14          One is that we will be unable to meet the  
15          infrastructure needs of new development over time  
16          because we can't adjust our impact fees for  
17          residential development. Second -- or the  
18          alternate is we would have to increase ad valorem  
19          taxes for current owners, which I am not interested  
20          in doing.

21          So I hope that my board agrees with me  
22          tomorrow that we send a letter. I don't know if it  
23          will do any good, but I -- I'm proposing again, as  
24          I did May 4th, to send a letter to the Governor  
25          recommending we veto House Bill 337.

1           And if you wish, I would encourage you to  
2           reach out to any members you may know at the local  
3           delegation and suggest that, you know, we are  
4           writing the Governor because we think it's not a  
5           good bill for local government. Also, Palm Beach  
6           County, Charlotte County and Orange County are all  
7           doing the same.

8           So, anyway, those are the quick highlights,  
9           and if there are any questions, Mr. Chairman, I'll  
10          be glad to try to address them.

11          CHAIRMAN MAGUIRE: Questions from the board?

12          MS. GREEN: No, sir.

13          CHAIRMAN MAGUIRE: No? Thank you, very much,  
14          Mr. Dean.

15          COMMISSIONER DEAN: Okay.

16          CHAIRMAN MAGUIRE: All right.  
17          Mr. Vinny Beyers, is he around?

18          MR. BEYERS: I'm here. How are you doing?  
19          Vinny Beyers. Atlantic Aviation.

20          To answer your question, Mr. Olson, we are  
21          seeing an incredible uptick in traffic. This --  
22          this location is very organic. We don't have any  
23          major drive here. No football team, convention  
24          center, anything like that. So we're finding that  
25          the leisure markets post-COVID are really doing

1           very, very, very well.

2           Just give to give you some ideas on some  
3           numbers -- and I actually pulled these up at the  
4           end of April -- this is compared to 2019. Our  
5           year-to-date activity is up 13 percent.  
6           Year-to-date avgas activity is up 9 percent.  
7           Year-to-date jet activity is up 17 percent. Avgas  
8           gallon year to date, we're up 35 percent. And  
9           year-to-date jet gallons are down 4 percent.

10          Also, you've got to take into consideration  
11          that because of COVID, we have no -- we haven't  
12          seen our Russian BBJ come, which is a considerable  
13          amount of gallons. And we also have an  
14          International GIV that comes in -- comes over from  
15          Antilles. We haven't seen them as well since the  
16          COVID started, and they account for about 21,000  
17          gallons in 2019.

18          Grumman is -- Grumman's been kind of slow the  
19          first quarter 2019 -- I mean first quarter of 2021,  
20          and with a 27 percent decrease in activity. So  
21          with that, if we had the Russian BBJ and we had the  
22          GIV and Grumman was busy in the first quarter, the  
23          numbers would be even more incredible.

24          You know, you can't really factor in the first  
25          quarter of 2020 because that's when COVID broke

1 loose and the numbers went down.

2 MR. OLSON: If I might quickly ask a question  
3 related.

4 So, we're -- that's a third into the year,  
5 covering April, that's half a million. Would --  
6 would that mean that we'd likely -- you'd likely  
7 hit 1 1/2 million gallons if that same --

8 MR. BEYERS: We generally do about 1.4, 1.5  
9 million gallons annually in jet fuel anyway.

10 MR. OLSON: Okay.

11 MR. BEYERS: But with the -- I mean, hangar  
12 demand is off the chart. I'm getting phone calls  
13 on the daily for hangar space. I'm pretty much at  
14 capacity and probably need to have that  
15 conversation relatively soon about, you know,  
16 development, future development on the field to  
17 meet hangar demand, because as far as I know, any  
18 large cabin aircraft, there's no hangar within 50  
19 square miles of this airport.

20 MR. OLSON: Okay. Thank you.

21 MR. BEYERS: Anything else?

22 MR. OLSON: No. Thank you.

23 CHAIRMAN MAGUIRE: Since he brought that up,  
24 what's the -- your prognostication on fuel costs  
25 over the next couple of months and do we have

1           enough supply --

2           MR. BEYERS:   Yeah.   The --

3           CHAIRMAN MAGUIRE:   -- to --

4           MR. BEYERS:   -- Colonial pipeline doesn't feed  
5           us.   We get ours from Port Canaveral.   So the panic  
6           was that, you know, they were going to run out of  
7           fuel up north and they were going to start sourcing  
8           fuel from down south to go up north, and right now  
9           there's a shortage of drivers.

10          So I'm getting my loads pretty regularly.  
11          There's only a couple of hiccups here and there  
12          when there might be a driver shortage or something  
13          like that.   But if they were to tap into our fuel,  
14          the Colonial pipeline's back up and running, from  
15          what I understand, so we should be good to go.   But  
16          that's where that all came about, would be a  
17          shortage of drivers and getting fuel -- the demand  
18          would be higher than, you know, we could supply.

19          CHAIRMAN MAGUIRE:   Okay.   Questions?

20                                (None.)

21          CHAIRMAN MAGUIRE:   Thank you.

22          MR. BEYERS:   Okay.   Thank you.

23          CHAIRMAN MAGUIRE:   Okay.   Sam Barresi?

24          MR. WUELLNER:   Another Sam.

25          MR. KRIES:   I'm not Sam.   I'm Bruce Kries,

1 president of SAAPA. I'm going to be speaking for  
2 Sam, who's still out on medical.

3 First and foremost, I want to thank the  
4 airport, the board and the Authority, and the  
5 management for that beautiful canopy that we have  
6 over the front of our -- our shop now. It's really  
7 nice out there. It's really going to make it nicer  
8 for the evenings and stuff. So that was -- that  
9 was a great addition --

10 MR. WUELLNER: Sure.

11 MR. KRIES: -- and we appreciate that.

12 The only thing that I really have to add today  
13 is that at our next meeting, we're going to have a  
14 person come in and teach a CPR class that has  
15 the -- the AEDs, I think they're called. He's got  
16 a new kind of an AED or something that he's going  
17 to demonstrate for us and kind of give us, you  
18 know, kind of a refresher that we all should do  
19 every year.

20 So if anybody wants to come, that is  
21 June 12th, Saturday June 12th at 8:30 in the  
22 morning at the clubhouse, and you'll have -- have a  
23 nice demonstration and of course everybody's  
24 welcome to come, you-all included. Thanks.

25 CHAIRMAN MAGUIRE: Questions?



1 (None.)

2 CHAIRMAN MAGUIRE: Thank you. Okay.

3 Mr. Nehring?

4 MR. WUELLNER: It's going to be --

5 MR. McKENDRICK: This is Dave McKendrick, but  
6 I have nothing to add.

7 CHAIRMAN MAGUIRE: Nothing? Okay. Did you  
8 get that?

9 Okay. Tammy Albin.

10 MS. ALBIN: Tammy Albin, St. Augustine Tower.

11 Our numbers are starting to finally normalize.  
12 We're a little bit below what we were before COVID,  
13 obviously. But from just looking from when COVID  
14 finally settled in at St. Augustine around April,  
15 March/April of last year, we had 9,319 operations  
16 for April of 2020, but April of 2021 we're up to  
17 10,521. So, the last two months we've been over  
18 10,000 operations, which is getting back into  
19 normal -- normal speed.

20 The year prior, though, for 2019, of course  
21 that was our record year and we were all -- you  
22 know, the first quarter, we were 12,000, 15,000,  
23 things like that. So we're still trying to find,  
24 you know, the footing with the flight schools and  
25 everything, but we're actually starting to get more

1 of a normal flow of traffic.

2 Over the first quarter from last year, though,  
3 we're still down about 10,000 operations because  
4 January and February were very good last year till  
5 COVID did set in. So we're still a little bit  
6 down.

7 CHAIRMAN MAGUIRE: Good. Questions for  
8 Ms. Albin?

9 (None.)

10 CHAIRMAN MAGUIRE: Thank you, Tammy.  
11 All right. Mr. Doug Burnett.

12 MR. BURNETT: Okay. I have the microphone on.  
13 I guess I'll speak loud. Nothing -- nothing to  
14 report this month. Obviously I'll probably be  
15 speaking for at least -- on at least one agenda  
16 item.

17 CHAIRMAN MAGUIRE: Okay. Do we have Richard  
18 here today?

19 MR. WUELLNER: I'm looking. I don't see him.

20 CHAIRMAN MAGUIRE: I don't see him.

21 MR. HARVEY: No, he's not.

22 MR. WUELLNER: We'll plug him in if he gets  
23 here. I'm not aware of him not going to be.

24 CHAIRMAN MAGUIRE: Well, if he comes, we'll --

25 MR. WUELLNER: Plug him in if he gets here?

1 CHAIRMAN MAGUIRE: Plug him -- yeah.

2 MR. WUELLNER: So to speak.

3 CHAIRMAN MAGUIRE: All right.

4 MR. WUELLNER: Very good.

5 CHAIRMAN MAGUIRE: Then we will go to the  
6 appeal that's next on the agenda.

7 APPEAL - LEASE POLICY

8 MR. WUELLNER: Yeah, your -- this is a, as you  
9 well know, continuation of last month's agenda  
10 item, and relates to seek -- the seeking of a  
11 policy exception as it relates to the hangar  
12 waiting list.

13 And as we briefed last month, this -- this  
14 request comes from the flying club basically,  
15 looking to allow the person who is number one on  
16 the hangar waiting list currently to transfer their  
17 position to the flying club -- or effectively  
18 transferring the number one position of the hangar  
19 over to the flying club.

20 Policy currently does not, and purposefully  
21 back when it was written, did not allow for that in  
22 order to avoid what we have described as a  
23 commoditization, if you will, of that position in  
24 any form.

25 We're not necessarily opposed to someone

1           changing the entity. That is somewhat common, as  
2           long as they're an actual owner of the entity.  
3           In -- in this particular case, and I think in  
4           future cases, they're not necessarily an owner of  
5           the pilots -- or, excuse me, of the flying club,  
6           they're simply members of the flying club, which is  
7           a bit of a different -- a different matter.

8                     They've come forward seeking that. There was  
9           some discussion at the last meeting. I know we --  
10          the item was basically tabled till this meeting to  
11          allow them the opportunity to meet with individual  
12          board members, which I understand they have done  
13          some of. I don't -- I can't speak to how many of  
14          you. But kind of pick it up from there.

15                    CHAIRMAN MAGUIRE: Okay. I'll disclose that  
16          Tariq called me and we had a nice conversation,  
17          about 20 minutes. Did he call anybody? Did  
18          anybody else have a conversation?

19                    MR. OLSON: I was -- I met with two  
20          representatives of the applicant or the request in  
21          the Air Force -- in the Airport Authority offices.

22                    CHAIRMAN MAGUIRE: Okay. Who were they?

23                    MR. OLSON: Mr. -- Mr. Lapido.

24                    MR. WUELLNER: Lopinto.

25                    MR. HARVEY: Joe Lopinto --

1 MR. OLSON: Lopinto.

2 MR. HARVEY: -- and Mike Zonis.

3 MR. OLSON: Yes.

4 CHAIRMAN MAGUIRE: Okay.

5 MR. WUELLNER: Did we catch those names for  
6 you? Did you get those? Lopinto, and what was the  
7 other name, please?

8 MS. LUDLOW: Mike Zonis.

9 MR. WUELLNER: Mike?

10 MS. LUDLOW: Z-o-n-i-s.

11 MR. HARVEY: Zonis, Z-o-n-i-s.

12 MR. WUELLNER: Z-o-n-i-s. Thank you.

13 CHAIRMAN MAGUIRE: Okay.

14 MR. MIRGEAUX: I didn't meet anybody, but I  
15 did trade e-mails with Joe, and I told him that  
16 my -- the facts, I clearly understand them and I'm  
17 in favor of the name change.

18 CHAIRMAN MAGUIRE: Okay. Suzanne, any?

19 MS. GREEN: I spoke about 40 minutes with  
20 Mr. Lopinto on the phone.

21 CHAIRMAN MAGUIRE: Okay. Reba?

22 MS. LUDLOW: Yes. When I finally got out of  
23 here alive, I spoke to them and they reminded me of  
24 the error of my ways, and -- and right after that,  
25 I researched the leases and all the things that --

1 I understand it perfectly now. But as soon as  
2 someone said jump the waiting list, you know, I --  
3 but thank you.

4 CHAIRMAN MAGUIRE: Okay. All right. We're  
5 going to start off with -- since we're on the  
6 topic, Len Tucker has --

7 MR. TUCKER: I have no comments at this time.

8 CHAIRMAN MAGUIRE: No comment? Does anybody  
9 from the floor have a comment they want to mention?

10 (None.)

11 CHAIRMAN MAGUIRE: Okay. We'll bring it back  
12 to the board, then. Comments from the board?

13 Well, I'll start it off. The -- here's my  
14 concern, and if you'll bear with me for a minute.  
15 I'm a real estate broker, and I -- and Suzanne will  
16 appreciate this. I have a fiduciary relationship  
17 with my clients, just like Suzanne does. There has  
18 to be a distinguishing factor between a client and  
19 a customer for me.

20 As a broker, if I want to sell somebody's  
21 house, that homeowner who's contracted with me to  
22 sell his or her house is my client. The person who  
23 comes in that wants to buy the house and make an  
24 offer is my customer.

25 I have no fiduciary or other relationship with

1       that customer except to be honest and forthright  
2       and not to hide factors, any -- anything that's  
3       going to affect the sale. With my client, I have a  
4       fiduciary relationship. That means that my client  
5       and his or her interests are paramount, and nothing  
6       goes above that, especially my own personal issues.

7               I look at my relationship with the airport the  
8       same way. I look at the airport as my client.  
9       Everybody who has an airplane on this airport or  
10      who uses this airport is the customer. So I have a  
11      very -- maybe not as strong as a fiduciary  
12      relationship to the airport, but my relationship  
13      client/customer tells me that my client, the  
14      airport, is paramount.

15             So whenever anything comes up like this, I  
16      have to look at it as to the benefit of the airport  
17      or to the detriment of the airport, whichever way  
18      it goes, and I'll make my decision based upon that.

19             I am an enthusiast with airplanes, obviously,  
20      because I've been flying all my life, but my  
21      allegiance is to the airport. And I cannot find  
22      anything here that tells me that I need to go  
23      against what has been recommended by the staff,  
24      because I believe their allegiance is to the  
25      airport.

1           I want to give to the customers everything I  
2           can as long as it is not to the detriment of the  
3           airport. So my position is that I cannot support  
4           this.

5           So I'll open it up to the rest of you. So who  
6           would like to go first?

7           MS. GREEN: I'll go briefly.

8           I have to agree with you. I'm concerned about  
9           the airport's exposure, precedent, and that we open  
10          this up to other entities jumping. And to open up  
11          one does open up two, three, four.

12          So I do have concerns over that and I think  
13          our policy stands for our clients, which is the  
14          airport. I agree.

15          CHAIRMAN MAGUIRE: Okay. Mr. -- okay. Reba?

16          MS. LUDLOW: Well, I -- I do agree with  
17          Suzanne, because it is -- until you're number one,  
18          you can change the name. When you're number one,  
19          you can't change the name anymore.

20          This, it is subject to appeal. They are  
21          appealing. I concur with -- with their appeal,  
22          that they could be able to change it. It does not  
23          change the lease at all. If anybody else wants to  
24          do it, they have to appeal and get approved.

25          MR. OLSON: I just -- in my mind, if the



1       exception is not granted, there is a certain --  
2       there is a -- appears to be a path to addressing  
3       the -- the need, and that's for someone in the  
4       queue to be a member and write in the Aero Club as  
5       a, I don't know, co -- co-whatever. I mean, isn't  
6       that a solution, I believe?

7               MR. WUELLNER: Yes.

8               MR. OLSON: And that's fits within the  
9       established policy of the Authority. So, that's  
10      one of the pieces of information that I've -- you  
11      know, I've gathered in not supporting the  
12      exception.

13              CHAIRMAN MAGUIRE: Okay.

14              MR. MIRGEAUX: I'm in favor of the exception.  
15      I don't think it changes policy. The policy stays  
16      the same way.

17              This is an appeal to the policy, and in this  
18      case the facts are what they are and it's -- you  
19      know, for airplane enthusiasts, for flying  
20      enthusiasts, for people that want to have access to  
21      this airport and to the aircraft, I think it opens  
22      the door; albeit, you know, slightly wider. It's  
23      not, you know --

24              CHAIRMAN MAGUIRE: Okay.

25              MR. MIRGEAUX: -- it's not a free-for-all for

5 I don't think it -- I don't think it opens us  
6 up to any undue risk. I don't think it sets a  
7 precedent. In fact, they say specifically we're  
8 not -- this is a nonprecedent-setting exception.  
9 And we're not jumping anybody in the list --

11 MR. MIRGEAUX: -- so I'm in favor of the  
12 appeal, of approving the appeal as an exception to  
13 policy.

16 (None.)

19 MS. LUDLOW: I make a motion we approve the  
20 appeal.

23 CHAIRMAN MAGUIRE: Okay. You make a motion to  
24 approve the appeal.

1 CHAIRMAN MAGUIRE: Okay. Do I have a second?

2 MR. MIRGEAUX: I second.

3 CHAIRMAN MAGUIRE: We have a second. Any  
4 further discussion?

5 (None.)

6 CHAIRMAN MAGUIRE: Okay. Voice vote. Start  
7 with one-on-one. Reba, what's your vote, yes or  
8 no?

9 MS. LUDLOW: Yes.

10 CHAIRMAN MAGUIRE: Mr. Olson?

11 MR. OLSON: No.

12 MS. GREEN: No.

13 MR. MIRGEAUX: Yes.

14 CHAIRMAN MAGUIRE: No. So it fails by a  
15 three-to-two vote, okay?

16 MS. LUDLOW: I -- I must say, I thought from  
17 your discussion that you would have said yes  
18 because what you -- the client and the customer.  
19 So this is not interfering with the client -- I  
20 mean, with the client in any way, detrimentally.

21 CHAIRMAN MAGUIRE: It doesn't benefit the  
22 client or detriment. I have to see a positive --  
23 okay. The vote's already taken.

24 I have to see a positive benefit to the  
25 airport, okay? And I agree with -- with Suzanne.

1       There are potentials here, and I brought it up last  
2       time. What's going to prevent -- there are several  
3       potential problems, and what's going to prevent  
4       those problems from arising?

5               They may be extreme. They may be radical.  
6       But when you're in business, if you're a business  
7       owner like I am, I see extreme and radical issues  
8       all the time because non-extreme issues are  
9       approved or whatever.

10              So I don't see a benefit to the airport in  
11       this particular case, okay? Now, where does that  
12       take us next, Mr. Burnett?

13              MR. BURNETT: That's the end of the matter.  
14       That would conclude it.

15              CHAIRMAN MAGUIRE: Okay. All right. So  
16       that's done. So the next one, and we have not  
17       received the -- let me go back here.

18              MR. WUELLNER: To budget development?

19              CHAIRMAN MAGUIRE: Yeah. Well, Richard  
20       Goldman has not shown up yet, so we'll go to the  
21       next issue, which is the budget development.

22                              BUDGET DEVELOPMENT GUIDANCE

23              MR. WUELLNER: Yeah. Just sort of annually we  
24       show up about this time of the year as we begin in  
25       earnest the development of the proposed budget for

1       next fiscal year, which would begin in October of  
2       this year, and we just kind of walk through a  
3       couple of items.

4             One, we make you aware that as is typical,  
5       that the capital development program that's out  
6       there for the airport is a significant impact on  
7       our overall budget. So we'll -- that'll -- that'll  
8       lean heavily in our preparation of the budget.

9             And the primary reason behind that of course  
10      is that we like to maximize the use of -- of other  
11      state or federal agencies and their -- and their  
12      funding mechanism. So we want to take advantage of  
13      that as it presents itself coming -- in the coming  
14      fiscal year.

15            The other is an assumption we make, and this  
16      is the time that it would be nice to get -- while  
17      informally, it'd would be nice to just hear and be  
18      sure we're on the right track as it pertains to  
19      ad valorem taxes.

20            We assume, right or wrong, but we generally  
21      assume as we build the budget that there is little  
22      to no interest, or no, or firmly no interest  
23      anyway, in including ad valorem as a possible  
24      augmentation of the budget for whatever reason.

25            So, we are not planning to use ad valorem or

1 put that into the mix unless we hear otherwise from  
2 you. You would formalize that of course later at  
3 the TRIM hearing as we get out into July.

4 CHAIRMAN MAGUIRE: Uh-huh.

5 MR. WUELLNER: But it helps us if -- rather  
6 than build the budget multiple times.

7 Assuming that's the case, then we provide you  
8 with some save the dates, if you will. June 21st,  
9 which would be your next regular meeting, it is our  
10 intent to present a preliminary budget to you.  
11 There will be no action required at that meeting  
12 and you are welcome to input from that point  
13 forward into the process.

14 In July, July 12th would be your scheduled  
15 July meeting, and that is the TRIM action is  
16 required. That's the point of call it no return as  
17 it re -- as it pertains solely to ad valorem tax  
18 assessments for the -- for the next year. As long  
19 as we're building a budget with no tax  
20 implications, that's usually a pretty benign  
21 action, but it's required under Florida Statutes.

22 And then following that, we have two public  
23 hearings that are scheduled specifically related to  
24 the budget. Tentatively, those are scheduled for  
25 September 13th and September 20th, both of those

1 meetings beginning at 5:01 in the evening, and one  
2 of which will be also likely tied to our regular  
3 meeting for September so that you'll kind of kill  
4 two birds with one stone, if you will, or one  
5 meeting.

6 That's what we've got for you. If you've got  
7 input you would like us to consider into even  
8 building the preliminary budget, I would encourage  
9 you to give us a call, drop us an e-mail, whatever.  
10 Let's make sure it gets included in the  
11 preliminary.

12 I'd much rather deal with it on the front end  
13 and make those provisions, and then of course we'll  
14 have ample time to talk about it as we go through  
15 the summer months.

16 CHAIRMAN MAGUIRE: Okay. Board discussion.  
17 Any items -- any comments for the issue of the  
18 budget?

19 MS. GREEN: No.

20 CHAIRMAN MAGUIRE: Taxes or --

21 MS. GREEN: No.

22 CHAIRMAN MAGUIRE: Okay. Public comment, do  
23 we have anybody out there?

24 (None.)

25 CHAIRMAN MAGUIRE: Okay. Bring it back, and

1 so direction to the staff is continue on.

2 MR. WUELLNER: Fair enough.

3 CHAIRMAN MAGUIRE: All right. All right. We  
4 still do not have Mr. Goldman. Can we schedule him  
5 for next time?

6 MR. WUELLNER: We will do that.

7 CHAIRMAN MAGUIRE: All right.

8 MR. WUELLNER: I see nothing here, but I do  
9 know and you probably know as well, that today is  
10 their normal board meeting for -- call it TDC -- or  
11 VCV.

12 CHAIRMAN MAGUIRE: VCB.

13 MR. WUELLNER: It's normally their board  
14 meeting today, and I know that starts significantly  
15 earlier than yours, but if it runs late, I'm sure  
16 that's where --

17 CHAIRMAN MAGUIRE: Always runs late.

18 MR. WUELLNER: -- where he is, yeah. Always  
19 runs late. Okay.

20 CHAIRMAN MAGUIRE: Always.

21 PUBLIC COMMENT - GENERAL

22 CHAIRMAN MAGUIRE: Okay. I'm going to open  
23 up -- before we get to the board members, any  
24 public comment on any issue not discussed so far?

25 (None.)



1                   MEMBER COMMENTS AND REPORTS

2                   CHAIRMAN MAGUIRE:   Okay.   We'll bring it back.  
3                   Ms. Ludlow, you're first.

4                   MS. LUDLOW:   Well, we did not have an  
5                   airport -- Aerospace advisory meeting.   That's  
6                   coming up.   We haven't solidified our internship  
7                   yet with SAAPA, but we're working with the lady on  
8                   that.

9                   And the TPO meeting is -- I just can't wait to  
10                  go to the training because they go through so many  
11                  facets.   They're -- 99 percent of them are  
12                  Duval County or another county, they're not  
13                  St. Johns County.   So, I can't say there was  
14                  anything of significance for St. Johns County.  
15                  Those are my two reports.

16                 CHAIRMAN MAGUIRE:   Okay.   Okay.   Mr. Olson?

17                 MR. OLSON:   Very little to report.

18                 There has -- I'm not sure when the next  
19                 quarterly meeting of the economic development round  
20                 table is, but to my knowledge, it hasn't been  
21                 scheduled yet.

22                 I was able to be at part of the MRO event in  
23                 Orlando, the trade show for several hours, and  
24                 specifically went through the exhibit hall to talk  
25                 to airports that were exhibiting or states that

1           were exhibiting that had airports that had economic  
2           development initiatives in the form of industrial  
3           parks.

4           There were several, but I was specifically  
5           interested in anyone that had formalized a  
6           targeting of the aerospace industry. The only one  
7           I ended up talking to was Greenville --  
8           Greenville's airport, Greenville, South Carolina.  
9           That has a tract, a 223-acre tract that they have  
10          just designated as the G -- GSP Airport Park --  
11          Aerospace Park adjacent to their primary airport.

12          So the -- so there was also another airport  
13          in -- a small airport in Texas that's near the  
14          SpaceX launch facilities down in -- right near the  
15          Mexican board, I guess El Paso area -- that is --  
16          that is thinking about targeting aerospace.

17          Quite frankly, I don't think that there's  
18          probably any other of the airports that were there  
19          that have the advantages we have as far as the  
20          presence in the -- nearby presence of both space  
21          and, you know, major manufacturer, all of that.

22          So it was interesting -- interesting way --  
23          thing to do, to talk to some of these airports.  
24          That's mine.

25          CHAIRMAN MAGUIRE: I'm excited about the

1 aerospace industry that you're pushing for, so I  
2 hope you continue to push that and -- so we can  
3 move on with that one. Okay. Ms. Green?

4 MS. GREEN: Nothing to report. I usually  
5 attend with Mr. Olson on EDC, and he's correct, I  
6 don't even know when the next one is.

7 CHAIRMAN MAGUIRE: Okay.

8 MR. MIRGEAUX: Nothing to report.

9 CHAIRMAN MAGUIRE: Nothing?

10 The -- Carol, your update, I -- I really like  
11 what I see here, okay? And I'm going to comment on  
12 Mr. Olson's comment.

13 Because you printed this and sent it out, he  
14 was able to read it and make a decision to make a  
15 comment. I did, too. My chagrin is I forgot what  
16 my comments were because I didn't write them down.  
17 But I like the idea that I'm getting them early so  
18 I can review these things. Thank you, very much  
19 for doing -- doing that on there.

20 The -- now, I understand we're waiting on the  
21 Governor to sign the bill for our -- our house  
22 bill; is that correct? This says --

23 MS. LUDLOW: Without the stipend.

24 CHAIRMAN MAGUIRE: I'm looking for it here.

25 MS. SAVIAK: Yeah. Sorry about that.

1           To answer on microphone, I was just letting Ed  
2           know that Richard Goldman is en route, so we'll  
3           just kind of keep a posting on that.

4           But our airport bill, which was mentioned in  
5           that report, technically the process is the  
6           legislature transmits it --

7           CHAIRMAN MAGUIRE:   Yes.

8           MS. SAVIAK:   -- formally to the Governor's  
9           office and then he has an opportunity to review it  
10          and sign it or not sign it.  Sometimes -- and so  
11          there's just a little bit of process that's still  
12          left for not only our bill but a large number of  
13          bills that are still waiting.

14          He signed it I think about -- Andrew, I had  
15          sent Andrew a list because he had requested it of  
16          about 25 bills so far following session.  Last  
17          year, he waited until mid June to sign most of the  
18          bills due to COVID scheduling.

19          CHAIRMAN MAGUIRE:   So it's just a -- it's just  
20          a waiting game?

21          MS. SAVIAK:   Yeah, it's just a waiting game,  
22          and it -- the Senate acts and then the Governor can  
23          act from that, but our expectation is it will be  
24          signed or -- or processed into law.

25          CHAIRMAN MAGUIRE:   Okay.  All right.  If the

1 board members have any other things they'd like to  
2 see her put on here --

3 MR. WUELLNER: If I might. Carol, what are  
4 the dates for FAC in Jacksonville? Do you have  
5 them off the top of your head?

6 MS. SAVIAK: Yeah. Just a second.

7 MR. WUELLNER: You sent me something earlier  
8 on the agenda.

9 MS. GREEN: Yeah, I saw that.

10 MR. WUELLNER: Did you send the agenda to  
11 everyone?

12 MS. SAVIAK: I did not, but just give me a  
13 second.

14 MR. WUELLNER: I'm sure she will.

15 CHAIRMAN MAGUIRE: Okay. I know it -- and  
16 this is not a short-term issue, but I'm always  
17 asked by -- not always, but quite often I'm asked  
18 about -- from people about the connectivity between  
19 the airport property and I-95.

20 Can you throw a little comment on there that  
21 nothing is changed or it's about to change or -- to  
22 just give us an update on that one?

23 MS. SAVIAK: Okay.

24 MR. WUELLNER: Yeah. The FAC dates are 17th  
25 through the --

1 MR. MIRGEAUX: 21st.

2 MR. WUELLNER: -- 21st. Thank you.

3 CHAIRMAN MAGUIRE: 17th through 21st.

4 MR. WUELLNER: If you are interested in  
5 attending that, even if it's just part of the day  
6 or whatever, I would -- I would recommend you take  
7 a little time and get up there if you can. Pick  
8 something that looks interesting and -- and we'll  
9 make provision. If you're going to do that, let us  
10 know so we'll make sure you're registered.

11 CHAIRMAN MAGUIRE: 17th through 21st?

12 MR. WUELLNER: Yes, of July.

13 CHAIRMAN MAGUIRE: July.

14 MR. WUELLNER: July, yes. And that's just up  
15 in Jacksonville downtown at the Hyatt Regency  
16 location. So it's relatively easy to get to and --  
17 and --

18 CHAIRMAN MAGUIRE: The 17th, is that a  
19 Saturday?

20 MS. GREEN: Yes.

21 MR. WUELLNER: Yes. And there's really not  
22 much for you on the 17th. The earliest would be  
23 Sunday the 18th, that evening --

24 MR. HARVEY: Monday, Tuesday.

25 MR. WUELLNER: -- and then Monday's probably

1 the most productive of the days, if you have room  
2 in your schedule.

3 CHAIRMAN MAGUIRE: I'm going to be at the  
4 chocolate convention.

5 MR. WUELLNER: That sounds way more  
6 interesting, frankly.

7 CHAIRMAN MAGUIRE: If anybody wants to go.

8 MS. GREEN: Bruce, samples.

9 CHAIRMAN MAGUIRE: Do what?

10 MS. GREEN: Samples.

11 CHAIRMAN MAGUIRE: Samples?

12 MS. GREEN: Yeah.

13 CHAIRMAN MAGUIRE: Bring them back? You know,  
14 and that's a good point.

15 This is the annual. We take -- we take an  
16 extra suitcase to bring samples back. Regretfully,  
17 Virginia puts them in the refrigerator and saves  
18 them for future use, so -- but I'll bring some  
19 back.

20 MR. MIRGEAUX: It's market research, right?

21 MS. GREEN: That's right.

22 CHAIRMAN MAGUIRE: Exactly.

23 So, I would like to make one comment. The  
24 airlines, we were -- excuse me, we went up to  
25 The Greenbrier last week and found out that there

1 is the Lewisburg airport ten minutes away. It sure  
2 be would be nice to have a direct flight from  
3 St. Augustine to Lewisburg, West Virginia and  
4 market The Greenbrier.

5 MR. WUELLNER: Well, we had that. We do not  
6 anymore.

7 CHAIRMAN MAGUIRE: No, you did it before I  
8 went. Because if we had an air -- we could do a  
9 convention up there at The Greenbrier --

10 MR. WUELLNER: Yeah, it was just down the  
11 road --

12 CHAIRMAN MAGUIRE: -- if they an airplane  
13 flying into there.

14 MR. WUELLNER: We were going into Beckley.

15 CHAIRMAN MAGUIRE: Beckley. But you still had  
16 to drive an hour and a half.

17 MR. WUELLNER: That's the best I can do.

18 CHAIRMAN MAGUIRE: Okay. Yes, Reba?

19 MR. WUELLNER: That's a tough market to fly.

20 MS. LUDLOW: I see Mr. Goldman's here, but I  
21 wanted to ask one question before. What is the  
22 time frame for Taxiway D completion?

23 MR. WUELLNER: It's July --

24 MS. LUDLOW: Oh, we're still on?

25 MR. WUELLNER: I can't remember off the top of



1 my head, but --

2 MR. HARVEY: 15th.

3 MR. WUELLNER: 15th?

4 MR. HARVEY: Something like that.

5 MR. WUELLNER: Something about mid-July.

6 MS. LUDLOW: Oh. We've got all June to get  
7 through?

8 MR. WUELLNER: Yeah.

9 CHAIRMAN MAGUIRE: Okay.

10 MS. LUDLOW: All right. Thank you.

11 CHAIRMAN MAGUIRE: Any other comments before I  
12 introduce Richard?

13 (None.)

14 VCB PRESENTATION - RICHARD GOLDMAN

15 CHAIRMAN MAGUIRE: I'd like to introduce  
16 Richard. Go ahead, Richard.

17 MR. GOLDMAN: Thank you all. Thank you all.  
18 Can you hear me okay? It's be really easier for me  
19 not to have stand there.

20 So I'm Richard Goldman. I'm the president and  
21 CEO of the St. Augustine, Ponte Vedra & The Beaches  
22 Visitors & Convention Bureau. It's taken me about  
23 a year to be able to say that in one sentence, but  
24 that's -- that's a mouthful.

25 What I've been asked here to do is come here

1 and give you just a little update on what's  
2 happening in the tourism industry, what we've been  
3 doing to help rejump the tourism industry here in  
4 St. Johns County.

5 So I've got a few slides. I'm going to ask  
6 for your patience to get through that. But I've  
7 also incorporated a few little videos in there to  
8 make it at least a little bit entertaining.

9 So, one of the things to be aware of is that  
10 our relationship with an advertising agency, a very  
11 good advertising agency that has lots of experience  
12 in destination marketing, in attractions, in --  
13 thanks, I just came from the TDC meeting. Boy am I  
14 thirsty.

15 So that advertising agency has come with very  
16 very good credentials. They've done some great  
17 work for other destinations, and they came to us in  
18 May of 2019. By fall, November, we had researched,  
19 they had become aware of the destination, had  
20 researched a number of our entities in the  
21 community, and come back with a few options.

22 Those options were exposed to our advertising  
23 committee, which is part of our board of directors,  
24 made up of businesses and business leaders in the  
25 tourism industry, and so they have come back with a

1       really terrific advertising campaign which I'll  
2       show you in a moment.

3               But right now, what's important for us to keep  
4       in mind is that we just passed March. That was a  
5       year cycle from everything's going well to  
6       everything's gone crazy.

7               And so, we had a number in working with them,  
8       and everybody else in the community, had a number  
9       of opportunities to go through this cycle of crash  
10      and burn. What's going on? What do people want if  
11      they're going to travel? Who's going to travel?  
12      What do they want to hear from us? Do we have what  
13      they want and so on? Execute, and then cycle back.  
14      So that's kind of this image of where we are.

15              MR. HARVEY: Could we?

16              MR. GOLDMAN: Yes, sir.

17              MR. HARVEY: Just point.

18              MR. GOLDMAN: So what happened was, in the  
19      fall of last year before COVID, one of the -- the  
20      programs that came up from the -- the agency and  
21      which was very well researched was this idea that  
22      our destination is one that feels very  
23      international. It has all the qualities of  
24      something international, but you don't have to go  
25      through the hassles of international travel.

1           So if we'll hit that, we'll show you a little  
2       video on that how that is communicated. One more I  
3       think will launch it. Go. We need some more sound  
4       on it.

5                       (Video played.)

6           MR. GOLDMAN: So, that's the messaging that  
7       was built pre-COVID. It was launched in  
8       November -- (video starts). It's so good, you see  
9       it twice.

10          So that messaging was built pre-COVID. It  
11       tested. We don't do anything with public sector  
12       dollars without testing them. It tested very well.  
13       It launched in November and we saw performance  
14       increase.

15          So we were walking into the first quarter  
16       of -- the first calendar quarter of 2020 setting  
17       records. And we knew that this campaign -- and  
18       again, that's just one spot, but it's part of the  
19       campaign. And then March happened. And, you know,  
20       we had a few challenges.

21          So, what we did -- go ahead, Kevin -- first  
22       was deal with Dorian. Everybody remembers that  
23       Dorian missed us. What some people forget is that  
24       for two weeks, it sat over the -- the Bahamas,  
25       terrible for those folks, but it also sent

1       everybody who was planning to come to Florida home  
2       because the presumption was it wasn't going to miss  
3       us. So that was an impact that we had to deal  
4       with. And then of course March 13th came around  
5       and we had a pandemic.

6               So, we had an obligation to try and keep the  
7       business and the economy of St. Johns County  
8       rolling, and we had to do that after the Board of  
9       County Commissioners said no more money for you.  
10       There was a presumption that their bed taxes  
11       wouldn't be collected, so they shut that down.

12              So as we began to tune back and shut down our  
13       operations, the folks in the community stepped up  
14       and said, hey, this is something we shouldn't do.  
15       We need to have funds to continue to market the  
16       destination. And so, the county commission went to  
17       the reserves and gave us \$2 million to market with.

18              That happened in May -- yeah, May. And so we  
19       started to build the campaign. But on March the  
20       18th, a company called Destination Analysts began  
21       the process of measuring travel incentive, and  
22       they've produced a report every Monday since then,  
23       including today.

24              And so we monitored what those people were  
25       thinking. Who was going to travel? Who -- what

1       did they want from their travel? And so, we were  
2       able to inform what we would do with that  
3       \$2 million. So everything was built on what's the  
4       best use of those dollars and how do we return  
5       business?

6               So, what we did was we went very silent  
7       initially because nobody really wanted to hear  
8       anything. We set up protocols and procedures that  
9       would help people feel safe. We looked at what  
10      kind of media would be available moving forward,  
11      because there was all kinds available. And then  
12      to -- that monitoring of the -- of the realtime  
13      research. And that informed us with a message that  
14      would allow us to go back to the market with words  
15      and images that made people feel more comfortable.

16             What we've learned in talking to the folks was  
17      that there were four phases. They were going to  
18      wait or see what was going on; they weren't going  
19      to do anything. They decided that during that  
20      process, that they would begin to acclimate. They  
21      were processing information mainly from the media  
22      about what's safe, what's not safe, and they were  
23      processing their own feelings sitting at home like  
24      you were saying, you know, pretty soon I've got to  
25      get out of here. They began to think about where

1       they want to go if they do get out, if they are  
2       allowed to leave, and what would that place look  
3       like. And then finally, you know, hit the send  
4       button on that e-mail and get out there and travel.

5               So, we have -- the beauty of our wonderful  
6       destination is that we have a unique experience  
7       that can fit with what people wanted and -- whether  
8       they were in the second, third, or fourth phase of  
9       that process.

10              We have this beautiful natural destination  
11       with lots of outdoor spaces, wide open coastlines,  
12       and a place to relax, rejuvenate themselves  
13       because, you know, they've been listening to small  
14       children and other people, spouses, parents.

15              We gave them -- we have as a destination the  
16       freedom to explore as much as you want or to just  
17       hang out. And of course it's a wonderful place  
18       with very very genuine hospitable people where you  
19       can buy the things you want.

20              So, our role of our brand in this process was  
21       to reinvigorate and excite travelers about  
22       relaxing, comforting, vibrant experiences that they  
23       can only get here. And that's real important,  
24       because they -- there's a lot of places that pitch  
25       that that don't deliver.

1           Folks were telling us and telling  
2           Destination Analysts that they really want to feel  
3           safe. They wanted to have plenty of outdoor  
4           activities, safe activities; golf, beach. We have  
5           a lot of that. They wanted to be able to have  
6           dining experiences that could be outdoors. You  
7           remember how important that was. And at the same  
8           time they wanted to be able to get there by car  
9           because, goodness knows, they didn't want to get in  
10          an airplane. And so, those were some things which  
11          when we look at what our destination has, checked  
12          every one of those boxes.

13               We needed to find a way to convey that in a  
14               way that wasn't mask-filled, didn't create  
15               hysteria, didn't add to any hysteria, made people  
16               feel comfortable. And as I said, those are the  
17               needs that we wanted to meet.

18               So this campaign was built on "Your Getaway  
19               Isn't Faraway." All those characterizations,  
20               proximity was one that was very very important to  
21               them, but there's a perception of proximity that is  
22               also a little different when you're coming out of a  
23               pandemic than the proximity that you and I think of  
24               everyday. So that was something that we tapped  
25               into.



1           So let's hear what that campaign was like --  
2           is like.

3                           (Video played.)

4           MR. GOLDMAN: And if you -- and there were  
5           birds under that and the waves that you could hear.  
6           Well, you couldn't hear it in this, but very  
7           comforting. Go ahead and hit the next one.

8                           (Video played.)

9           MR. GOLDMAN: Okay. So, that was -- that was  
10          a little radio, a little television -- and I  
11          shouldn't say television. I'll say video because  
12          now there are so many ways deliver -- to deliver  
13          video messaging, over-the-top television, videos on  
14          your hand-held. So there's lots and lots of ways  
15          we get in that.

16          This is some social media presence that we  
17          have and it's really just going to be, you know,  
18          clicking, I guess, through. But the point of this  
19          is that you're going to see beach messaging, you're  
20          going to see family messaging, you're going to see  
21          food and culinary, and then finally you're going to  
22          see golf.

23          So those are the things that we were able to  
24          do with a little bit of money that maintained the  
25          sense of that original campaign of our getaway

1       isn't far away.

2               Travel INTRANationally, we're tied to that.  
3       We used the same voice talent as the other  
4       campaign, and we hope that when this is all behind  
5       us and everybody's stopped thinking about COVID,  
6       that we'll be able to reintroduce traveling  
7       intranationally, because it's -- we're the only  
8       folks who can tell that story.

9               And that's something that's very important to  
10       us, especially when we have a budget that is 12 out  
11       of -- Number 12 out of our 12 comp set. So we  
12       are -- we have the smallest budget of all of the  
13       destinations in our comp set.

14              The media side is, you know, a lot about being  
15       in the right -- with the right message to the right  
16       people, the right levels, at the right time and the  
17       right place.

18              So, these are some of the places that we  
19       were -- our strategy was to be -- a lot of  
20       terminology that goes with our industry. When we  
21       say full funnel, what we mean is it talks to you  
22       when you're in the inspiration phase, but it also  
23       talks to you when you're planning and when -- and  
24       it reinforces your decision after you've hit the  
25       buy button. So that's what the sense is of full

1 funnel.

2 We learned -- in addition to what people were  
3 willing to do to travel and how they felt about  
4 travel, we also learned how they were consuming  
5 media. And you can probably look at your own  
6 experiences.

7 Radio wasn't so much because people were  
8 staying at home. But television and audio on your  
9 Spotify or your Pandora, oh my gosh, it went crazy.  
10 Doubled the use of that. So we had to buy media  
11 that was appropriate to how people were using media  
12 at the time. And the good news was we had a weekly  
13 communication, a metric on how people were  
14 consuming their media and how -- as well as how  
15 they felt about travel.

16 A lot of digital now, moving pretty  
17 significantly away from traditional media types  
18 simply because that's where people are and allows  
19 us to measure performance. It's also less  
20 expensive. So given our budgetary con --  
21 considerations, it allows us to do more there.

22 Go on. So -- so, what happened? As a result  
23 of that campaign, that Travel INTRA- -- the "Your  
24 Getaway Isn't Faraway," just in the by between July  
25 of '20 and March of '21, it was launched in July,

1           95 million impressions.

2                   We exceeded our engagement rate goal.

3           Engagement is did I do something? Did I go to the  
4           website? Did I inquire or go -- search for  
5           something at the website? Did I ask for a travel  
6           plan? Did I open an electronic travel plan?

7           That's what we mean by engagement. We exceeded  
8           that by 50 percent.

9                   We grew sessions to the website. Like more  
10          than 50 percent. So folks were being moved by that  
11          messaging to do some things that we needed them to  
12          do.

13                  The beauty of the website, of course, is that  
14          we were constantly putting in information  
15          consistent with what people were saying they wanted  
16          so that we were able to send them to this place  
17          through that -- that advertising messaging and then  
18          give them the tools to make decisions about things  
19          they wanted to do.

20                  And our -- and our suppliers, hotels and  
21          restaurants, were providing information about their  
22          operations, special offers, programs that they were  
23          doing, including the safety of their operations,  
24          which was real important at the time.

25                  And then finally that last measure down there

1 of the guide. So a lot of folks like me want to  
2 have something printed, and so they'll go through  
3 everything, they'll spend hours on the computer,  
4 and then they'll ask you to send them a brochure.  
5 So that's that measure and that was up by  
6 19 percent.

7 This is a cool spaghetti model and -- because  
8 this shows you what happened. And 2018 is the  
9 light blue line. This is 2019. So we were setting  
10 records as we went through the year. Blue is 2020,  
11 crash and burn. And then the campaign launches,  
12 and we improve.

13 So now let's look at -- and this gives you  
14 where Travel INTRANationally was launched and then  
15 when we paused at the pandemic. Go ahead and hit  
16 that last one, Kevin.

17 So when vaccines were announced in 11/20, on  
18 November 20th, we then began to climb, you know,  
19 pretty significantly. So, you know, we're above  
20 the 20 -- 2018 levels.

21 And I've just been in touch with seven  
22 different hoteliers and about 15 attractions, which  
23 I do every month, and most of them have said they  
24 have -- with this last month's reporting, April,  
25 that they've exceeded 2019.

1           So, we expect that we're going to be at the  
2           end of Q2 -- April, June and July -- up here. And  
3           all that's because we paid attention to the  
4           consumer -- you can't tell them what to do; you  
5           have to listen to them. We paid attention to the  
6           consumer and we had the amazing luck of the things  
7           that used to make us less attractive as a  
8           destination made us more attractive and with  
9           leveraging that, delivering a wonderful experience,  
10          with the exception of slow service in restaurants,  
11          with the exception of not being able to get  
12          anywhere. And that brings us to the next real  
13          challenge. If you would go to that.

14          Okay. The beauty is people think -- expect  
15          that they're coming back and that their biggest  
16          month will be July. It corresponds with our  
17          biggest volume month.

18          So the pattern that -- that travelers are  
19          reporting that they're planning on doing in the  
20          next several months reflects what our best times of  
21          the years are. There's a challenge and that is we  
22          don't really have enough people.

23          Now, this time in 2019, we were saying we need  
24          more folks to work in our hotels and we need more  
25          folks in our restaurants. We were already in

1 something of a pickle with employment.

2 Now with so many people having gone to other  
3 businesses, left the market, not able to take care  
4 of their kids, you know, or deciding to collect  
5 Unemployment, all of those things conspire to give  
6 us fewer people.

7 So that's one of the things that we're -- that  
8 keeps me up at night, is we're successfully getting  
9 folks to come see us, planning to come see us, but  
10 what are they going to find? Is their experience  
11 going to be the kind that turns them off? And  
12 that's where we need to work with the community to  
13 make sure that that's not the case.

14 Let's go look at a couple of others. Remember  
15 I told you about the things that they think are  
16 important? This is one of our most recent weeks,  
17 not this week but last week.

18 Safety is still -- in spite of the confidence  
19 everybody has with the vaccinations and with, you  
20 know, people feeling better about how things are  
21 going, safety's still the top consideration when  
22 they think of travel.

23 Weather. Many of us do things outdoor and we  
24 want the weather to be good. They want to be able  
25 to get around easily. Food and cuisine, a place to

1       escape to. And the folks that we're most  
2       interested in bringing to the destination are folks  
3       who can now spend more time and more money when  
4       they're here. Because there isn't an absolute  
5       upside but for volume.

6               So what we need is more people because we've  
7       got some more hotels coming. But we need folks who  
8       will spend more when they're here and have a better  
9       economic impact. And that's something we focus on,  
10      per -- what we call purpose pursuers.

11             So those are the folks that we're targeting  
12      now, whether they're millennials with kids or  
13      without or boomers who have a good deal more money  
14      and time to come to our destination.

15             But we're looking at the folks who want some  
16      kind of enrichment from their experience here,  
17      because that's what we can provide, you know, in  
18      our destination.

19             I told you that the staffing and the service  
20      experience keeps me up at night. What makes me go  
21      to sleep late is that our competitors who have been  
22      laying low now for a year and several months are  
23      coming back.

24             And I don't know if you consume commercial  
25      media, but you're probably hearing spots from our



1 competitors. And they've got bigger budgets than  
2 we do. So we're -- we're hopeful that our  
3 messaging can be a little more memorable than their  
4 me-too voices, because their voices are going to be  
5 bigger.

6 And that gets us to really what are we  
7 planning for the future? But I kind of covered  
8 that with you. And I know that everybody wants to  
9 get out of here, and I apologize for, you know,  
10 being late.

11 But we're going to continue to stick with  
12 "Your Getaway Isn't Faraway" until the line's  
13 crossed on concern about the -- about COVID and not  
14 concerned about COVID. And so that's why we're  
15 watching this data weekly.

16 But expect towards the end of summer,  
17 certainly in the fall, we'll be back with  
18 "Travel INTRAnationally" and we'll all feel like  
19 we're back in the saddle.

20 That's all I have. If you have any questions,  
21 I'd be more than happy to address them.

22 CHAIRMAN MAGUIRE: Yes. Go ahead.

23 MR. OLSON: Prefer -- in your market research,  
24 do you have any fresh data on preferences for  
25 short-term rentals versus hotel rooms?

1 MR. GOLDMAN: Good point.

2 So the growth in short-term rentals has been,  
3 you know, astronomical. It's a certain type of  
4 vacation people are looking for with the vacation  
5 rentals.

6 To -- to put a -- to illustrate that, in March  
7 and April when everything was supposed to be shut  
8 down, folks were telling us, well, I'll go to a  
9 Hilton or I'll go to a Marriott because I know  
10 they're going to be careful. I know they're going  
11 to take care of me.

12 Those brands had done a good job of saying,  
13 it's safe to come to our hotels and here's why.  
14 And they were telling us, calling us and telling us  
15 that vacation rentals were -- they were afraid of  
16 them because who were they?

17 By middle of May, that had all changed.  
18 Folks, through experience were starting to say,  
19 yeah, but I'm going to take my wipes with me. I'm  
20 going to take my disinfectant. And if I have a  
21 house, then I'm not really going to mix it up with  
22 anybody. So I could actually better control my  
23 environment and feel safer at a vacation rentals.  
24 And that spiked.

25 And we -- they -- and so vacation rentals went

1 through the roof in terms of occupancy and average  
2 rate. And the data from Destination Analysts also  
3 reinforced that, that fact that we actually saw in  
4 the data. And we get that from the county.

5 MR. OLSON: So, but -- and another sort of  
6 part of that question is, hotel rooms, I think with  
7 a half dozen hotels that are going to open locally  
8 within the next 12 months, that's a thousand more  
9 rooms coming on the market.

10 MR. GOLDMAN: I think it's --

11 MR. OLSON: It's about a thousand more rooms.

12 MR. GOLDMAN: Over the course of the next two  
13 years, it's about -- it's a thousand. So you're  
14 saying how do I feel about the --

15 MR. OLSON: Well, the --

16 MR. GOLDMAN: How do you fill the --

17 MR. OLSON: -- staffing side of it, plus the  
18 growth, the market. We have to go beyond where we  
19 were before pre-COVID in order to report --

20 MR. GOLDMAN: That's right.

21 MR. OLSON: -- that additional --

22 MR. GOLDMAN: That's right.

23 And that is part of why not stopping last year  
24 in 2020, by continuing to market the destination,  
25 was so important, because it gave us free ground

1       where the competitors were not there. So we're  
2       anticipating that we've generated additional demand  
3       to help occupy those hotels.

4               Here's something also very important. Average  
5       rate has been increasing very substantially even as  
6       the number of visitors that we've hosted has --  
7       would decline during the last year.

8               The reason I say that is that I don't have to  
9       fill my hotel if I'm getting a higher rate. And  
10      so, you know, it's -- that's the money you take to  
11      the bank, not the people.

12              And in fact, in times when you have fewer  
13      employees, especially housekeepers, fewer visitors  
14      is better for you at a higher rate. And we're  
15      seeing that, especially at the beaches. We've got  
16      Best Westerns getting \$300, and that's just not  
17      heard of.

18              So -- so that's -- we anticipate that the  
19      demand that we're generating will satisfy filling  
20      those hotels --

21                      (Ms. Green exits the meeting.)

22              MR. GOLDMAN: -- especially as people visit.

23              CHAIRMAN MAGUIRE: Good questions. Any other  
24      questions? Reba, Justin?

25              MS. LUDLOW: No, but great presentation.

1           MR. GOLDMAN: Thank you. I'll hang around if  
2 everybody just wants to scoot.

3           MS. LUDLOW: That's very good and positive and  
4 it's just what we need.

5           CHAIRMAN MAGUIRE: Yeah.

6           MR. GOLDMAN: Thank you. I apologize for  
7 racing through, but that's --

8           CHAIRMAN MAGUIRE: Thank you for coming and  
9 then laying that out. Any questions or comments  
10 from the attorney?

11          MR. BURNETT: No, sir.

12          CHAIRMAN MAGUIRE: The director?

13          MR. WUELLNER: No, sir.

14          CHAIRMAN MAGUIRE: The board?

15          MS. LUDLOW: Thank our video streaming people  
16 for being here.

17          CHAIRMAN MAGUIRE: Yes, I tend to forget.  
18 They're out of sight back there. So, good job.  
19 Thanks.

20          All right. With that said and no other  
21 comments, adjourned.

22                 (Meeting adjourned at 5:21 p.m.)

23

24

25

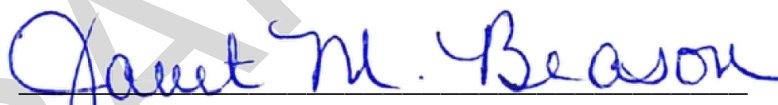
## REPORTER'S CERTIFICATE

STATE OF FLORIDA )

COUNTY OF ST. JOHNS )

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

Dated this 7th day of June, 2021.

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

<b>CHAIRMAN MAGUIRE: [112]</b> <b>COMMISSIONER DEAN: [4]</b> 15/19 15/21 16/6 20/15 <b>MR. BEYERS: [8]</b> 11/14 20/18 22/8 22/11 22/21 23/2 23/4 23/22 <b>MR. BURNETT: [3]</b> 26/12 36/13 69/11 <b>MR. GOLDMAN: [15]</b> 49/17 51/16 51/18 52/6 57/4 57/9 66/1 67/10 67/12 67/16 67/20 67/22 68/22 69/1 69/6 <b>MR. HARVEY: [9]</b> 26/21 28/25 29/2 29/11 46/24 49/2 49/4 51/15 51/17 <b>MR. KRIES: [2]</b> 23/25 24/11 <b>MR. McKENDRICK: [1]</b> 25/5 <b>MR. MIRGEAUX: [11]</b> 4/13 29/14 33/14 33/25 34/11 34/21 35/2 35/13 43/8 46/1 47/20 <b>MR. OLSON: [36]</b> 4/7 4/15 9/13 9/16 9/19 9/21 10/1 10/5 10/11 10/14 10/20 10/25 11/11 11/13 11/15 11/19 11/21 11/23 22/2 22/10 22/20 22/22 28/19 28/23 29/1 29/3 32/25 33/8 35/11 41/17 65/23 67/5 67/11 67/15 67/17 67/21 <b>MR. TUCKER: [1]</b> 30/7 <b>MR. 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SAVIAK: [8]</b> 11/25 14/12 43/25 44/8 44/21 45/6 45/12 45/23 <b>\$</b> <b>\$2 [2]</b> 53/17 54/3 <b>\$2 million [1]</b> 54/3 <b>\$300 [1]</b> 68/16 ' '20 [1] 59/25 '21 [1] 59/25 <b>0</b> <b>0570 [1]</b> 1/23 <b>1</b> <b>1.4 [1]</b> 22/8 <b>1.5 [1]</b> 22/8 <b>1/2 [1]</b> 22/7 <b>10 [2]</b> 17/10 17/16 <b>10,000 [2]</b> 25/18 26/3 <b>10,521 [1]</b> 25/17 <b>104 [1]</b> 1/15 <b>11/20 [1]</b> 61/17 <b>12 [6]</b> 17/16 17/18 58/10 58/11 58/11 67/8 <b>12,000 [1]</b> 25/22 <b>12th [3]</b> 24/21 24/21 38/14 <b>13 percent [1]</b> 21/5 <b>139 [1]</b> 15/10 <b>13th [2]</b> 38/25 53/4 <b>14 [1]</b> 17/15 <b>15 [2]</b> 2/7 61/22 <b>15,000 [1]</b> 25/22 <b>15th [2]</b> 49/2 49/3 <b>17 [3]</b> 1/6 1/22 17/15 <b>17 percent [1]</b> 21/7 <b>17th [5]</b> 45/24 46/3 46/11 46/18 46/22 <b>18th [2]</b> 46/23 53/20 <b>19 percent [1]</b> 61/6 <b>2</b> <b>2,000 [1]</b> 17/5 <b>20 [10]</b> 3/19 4/1 4/21 5/2 5/3 10/21 17/14 28/17 61/17 61/20 <b>2018 [2]</b> 61/8 61/20 <b>2019 [9]</b> 13/7 21/4 21/17 21/19 25/20 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<b>A</b> <b>A.A.E [1]</b> 1/17 <b>ability [1]</b> 19/8 <b>able [14]</b> 14/13 32/22 41/22 43/14 49/23 54/2 56/5 56/8 57/23 58/6 60/16 62/11 63/3 63/24 <b>about [51]</b> 7/6 7/21 8/5 8/18 9/16 10/2 10/11 12/21 14/13 16/19 16/21 17/5 17/17 21/16 22/8 22/15 23/16 26/3 28/17 29/19 32/8 36/24	39/14 42/16 42/25 43/25 44/14 44/16 45/18 45/18 45/21 49/5 49/22 54/22 54/25 55/21 58/5 58/14 59/3 59/15 60/18 60/21 61/22 63/15 63/20 65/13 65/13 65/14 67/11 67/13 67/14 <b>above [2]</b> 31/6 61/19 <b>absolute [1]</b> 64/4 <b>absolutely [1]</b> 11/14 <b>access [2]</b> 6/21 33/20 <b>accidents [1]</b> 15/11 <b>acclimate [1]</b> 54/20 <b>account [1]</b> 21/16 <b>accountability [1]</b> 13/16 <b>acre [1]</b> 42/9 <b>act [2]</b> 12/24 44/23 <b>action [5]</b> 8/2 16/13 38/11 38/15 38/21 <b>activities [3]</b> 16/8 56/4 56/4 <b>activity [4]</b> 21/5 21/6 21/7 21/20 <b>actors [1]</b> 18/7 <b>acts [1]</b> 44/22 <b>actual [2]</b> 17/8 28/2 <b>actually [4]</b> 21/3 25/25 66/22 67/3 <b>ad [5]</b> 19/18 37/19 37/23 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<b>A</b> <b>all...</b> [7] 58/12 62/3 63/5 65/18 65/20 66/17 69/20 <b>All right</b> [18] 3/3 3/8 3/20 4/4 4/9 5/12 15/17 20/16 26/11 27/3 30/4 36/15 40/3 40/3 40/7 44/25 49/10 69/20 <b>allegiance</b> [4] 2/3 3/6 31/21 31/24 <b>allow</b> [5] 6/23 27/15 27/21 28/11 54/14 <b>allowed</b> [1] 55/2 <b>allows</b> [2] 59/18 59/21 <b>almost</b> [2] 10/22 18/4 <b>along</b> [2] 17/4 17/4 <b>already</b> [5] 6/11 12/21 13/24 35/23 62/25 <b>also</b> [19] 1/14 12/12 12/17 13/17 17/20 17/24 20/5 21/10 21/13 39/2 42/12 50/7 52/25 56/22 58/22 59/4 59/19 67/2 68/4 <b>alternate</b> [1] 19/18 <b>always</b> [8] 12/25 13/13 14/8 40/17 40/18 40/20 45/16 45/17 <b>am</b> [4] 19/19 31/19 36/7 50/13 <b>amazing</b> [1] 62/6 <b>American</b> [1] 12/23 <b>among</b> [1] 14/19 <b>amount</b> [1] 21/13 <b>ample</b> [1] 39/14 <b>Analysts</b> [3] 53/20 56/2 67/2 <b>Anastasia</b> [2] 9/24 17/2 <b>Anastasia Island</b> [2] 9/24 17/2 <b>Andrew</b> [2] 44/14 44/15 <b>announced</b> [1] 61/17 <b>annual</b> [2] 15/5 47/15 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