

ST. JOHNS AIRPORT AUTHORITY

Regular Meeting

held in The Conference Center Meeting Room

4730 Casa Cola Way

St. Augustine, Florida

on Monday, January 13, 2025

from 4:00 p.m. to 6:48 p.m.

* * * * *

BOARD MEMBERS PRESENT:

REBA LUDLOW, Chairman
DENNIS CLARKE, Treasurer
MICHELLE CASH-CHAPMAN
JENNIFER LIOTTA
LEN TUCKER

* * * * *

ALSO PRESENT:

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

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

COURTNEY PITTMAN, Interim Executive Director.

* * * * *

JANET M. BEASON, RPR, RMR, CRR
St. Augustine Court Reporters
1260 North Ponce de Leon Boulevard, Suite E
St. Augustine, FL 32084
(904) 825-0570

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

2 CHAIRMAN LUDLOW: I'd like to call the meeting
3 to order. It is 4:00 on Monday, January 13th.
4 Roll call.

5 MR. CLARKE: Pledge of Allegiance first?

6 CHAIRMAN LUDLOW: Oh, okay. Oh, I'll call the
7 meeting to order. Would you stand -- oh. Call the
8 meeting to order. Would you stand and say the
9 Pledge?

10 (Pledge of Allegiance.)

11 CHAIRMAN LUDLOW: I always want to go "My
12 country tis of thee. Sweet land..." That's what
13 we did forever.

14 Roll call, please. Board Member Liotta?

15 MS. LIOTTA: Here.

16 CHAIRMAN LUDLOW: Board Member Cash-Chapman?

17 MS. CASH-CHAPMAN: Present.

18 CHAIRMAN LUDLOW: Board Member Clarke?

19 MR. CLARKE: Here.

20 CHAIRMAN LUDLOW: Board Member Reba, here.
21 New board member Len Tucker.

22 MR. TUCKER: Here.

23 CHAIRMAN LUDLOW: Oh, he's not a board member
24 yet.

25 MR. TUCKER: Oh.

1 CHAIRMAN LUDLOW: Not until you get --

2 MR. TUCKER: That's after --

3 CHAIRMAN LUDLOW: Don't --

4 MR. TUCKER: -- taking the oath of office.

5 CHAIRMAN LUDLOW: -- listen to that part.

6 ELECTIONS

7 CHAIRMAN LUDLOW: So, we have a full board
8 today. We definitely have a quorum. So our first
9 thing -- oh, our first thing to do -- we're going
10 to have the opening ceremony first. We're going to
11 do the --

12 MR. TUCKER: Swearing-in, the swearing-in.

13 CHAIRMAN LUDLOW: -- with the swearing-in
14 and -- and then we're going to have a ten-minute
15 break -- we need two seats for Jean and Claudia --
16 and then we're going to have a ten-minute break for
17 coffee and cookies, and then we're going to begin
18 the meeting, call the meeting to order again.

19 Okay. Okay. Thank you. Jeremiah Blocker is
20 in charge.

21 MR. BLOCKER: If we could have the two new
22 board members -- the new board member and the
23 reelected board member, please.

24 CHAIRMAN LUDLOW: Sorry we didn't have your
25 judge.

1 MR. BLOCKER: Do you have anyone to take
2 pictures?

3 MR. TUCKER: Huh?

4 MR. BLOCKER: Do you have anyone to take
5 pictures?

6 MS. SANTIAGO: Yeah, right here.

7 MR. BLOCKER: Okay. There we go.

8 MS. SANTIAGO: Oh, you can -- do you want to
9 come here?

10 UNIDENTIFIED WOMAN: Oh, yes.

11 MS. SANTIAGO: Please.

12 MR. BLOCKER: Please raise your right hand.
13 Please repeat after me.

14 (Oath administered to Board Member Tucker.)

15 MR. BLOCKER: Congratulations.

16 MR. TUCKER: Thank you.

17 MR. BLOCKER: Yes, ma'am. Please raise your
18 right hand.

19 (Oath administered to Board Member Ludlow.)

20 MR. BLOCKER: Congratulations.

21 CHAIRMAN LUDLOW: Thank you. We're all in
22 trouble now.

23 We're going to have a ten-minute break for
24 coffee -- or a five- or a seven-minute break for
25 drinks and cookies out front because that was our

1 swearing-in ceremony, and then we will open the
2 meeting again in like ten minutes or five, when
3 everybody comes back.

4 Please, if you didn't sign the sign-up sheet,
5 please sign the sign-up sheet.

6 (Recess had.)

7 CHAIRMAN LUDLOW: I'd like to call the meeting
8 to order again at 4:14. We have a full board, two
9 attorneys, attorney Chad Roberts and Jeremiah
10 Blocker From the Douglas Firm.

11 So, the next -- first thing on our agenda, to
12 get the hard part over with, is to swear in -- not
13 swear in, is to elect the -- a new chairman and
14 secretary-treasurer.

15 So, I have to find the papers of who's -- of
16 people who sent the board, who sent their names in.
17 For chairman, okay, Reba Ludlow -- I'm half
18 trained -- Jennifer Liotta, and Dennis Clarke. So
19 we have to vote on that. So all in favor of, let
20 me see, Liotta, Ludlow.

21 MR. CLARKE: Don't you --

22 CHAIRMAN LUDLOW: Huh?

23 MR. CLARKE: -- need a nomination?

24 CHAIRMAN LUDLOW: Yeah. Any other nominations
25 from the floor? Thank you.

1 MS. LIOTTA: I nominate Ms. Cash-Chapman.

2 CHAIRMAN LUDLOW: Okay. So we have three
3 nominations.

4 MR. TUCKER: Four.

5 CHAIRMAN LUDLOW: For chairman? Jennifer,
6 Reba, Chapman.

7 MR. TUCKER: You said Dennis Clarke, too.

8 MS. MARTIN: Dennis.

9 CHAIRMAN LUDLOW: No.

10 MR. CLARKE: Yeah, I thought you said mine.

11 CHAIRMAN LUDLOW: No.

12 MR. TUCKER: Okay.

13 MR. CLARKE: You said mine, but I don't think
14 I filled out --

15 CHAIRMAN LUDLOW: Putting little Xs on the
16 paper is harder than flying a plane.

17 MR. CLARKE: No, I did not.

18 CHAIRMAN LUDLOW: Yeah, you didn't put your --

19 MR. CLARKE: I did not. I put
20 secretary-treasurer.

21 CHAIRMAN LUDLOW: Okay. Okay. So --

22 MR. CLARKE: So you've got three.

23 CHAIRMAN LUDLOW: Yep. So we have three
24 nominees for -- for the chairman. And so, everyone
25 on the board can just say aye and then we'll count.

1 So --

2 MS. LIOTTA: Wait.

3 CHAIRMAN LUDLOW: -- chairman for Reba?

4 MS. LIOTTA: Could we have some brief
5 discussion previous before we start taking votes?

6 CHAIRMAN LUDLOW: Sure.

7 MS. LIOTTA: Okay. Appreciate that.

8 CHAIRMAN LUDLOW: What would you like to say?

9 MS. LIOTTA: Well, I just would like to point
10 out that the board's practice has always been to do
11 rotating chairmanships.

12 So, with that in mind, the peop- -- the two
13 people on the board -- Mr. Tucker's brand new, so
14 the two people on the board who have served
15 previously as board members who have not been chair
16 are Ms. Cash-Chapman and myself.

17 CHAIRMAN LUDLOW: That's good. Well, we don't
18 do rotating chairman. We do vote each time for the
19 chairman. So --

20 MS. LIOTTA: I'm just pointing out that our
21 practice has been for the current chair --

22 CHAIRMAN LUDLOW: No, it has not.

23 MS. LIOTTA: -- to not stand for election.

24 CHAIRMAN LUDLOW: No. Suzanne Green was
25 chairman for eight years.

1 MR. TUCKER: Yeah, a long time.

2 MS. LIOTTA: In a row?

3 MR. TUCKER: Yep.

4 CHAIRMAN LUDLOW: Yes.

5 MS. LIOTTA: Wow. Okay.

6 CHAIRMAN LUDLOW: So, all in favor for Reba
7 chairman, say aye.

8 MR. CLARKE: Aye.

9 MR. TUCKER: Aye.

10 CHAIRMAN LUDLOW: Aye. Three. All in favor
11 of Jennifer, say aye.

12 MS. CASH-CHAPMAN: Aye.

13 CHAIRMAN LUDLOW: Did you say aye?

14 MS. LIOTTA: No.

15 CHAIRMAN LUDLOW: All in favor of Michelle,
16 say aye.

17 MS. LIOTTA: Aye.

18 CHAIRMAN LUDLOW: Thank you. So, three and
19 one and one, so Reba is the new chair for another
20 year. Thank you for your confidence. I appreciate
21 that.

22 The next thing on the agenda is for
23 secretary-treasurer. We only have one -- we only
24 have -- must be a hard job.

25 MR. CLARKE: Been working to a minimum.

1 CHAIRMAN LUDLOW: Uh-huh. We only had one
2 person that signed up for that, and so that would
3 be Dennis Clarke. So are there any other
4 nominations from the floor?

5 (None.)

6 CHAIRMAN LUDLOW: No. All in favor of Dennis
7 Clarke, say aye.

8 MR. TUCKER: Aye.

9 MS. LIOTTA: Aye.

10 MS. CASH-CHAPMAN: Aye.

11 MR. CLARKE: Aye.

12 CHAIRMAN LUDLOW: Aye. Unanimous. Dennis is
13 the new -- the secretary chairman --
14 secretary-treasurer.

15 The next thing we will do will be committees.
16 And these are not committees, these are liaisons.
17 The first thing we're doing are liaisons. So,
18 the -- we have Aerospace Academy,
19 Economic Development, and TPO. So the people who
20 put in for Aerospace Academy -- let's see who put
21 in for alternate -- for primary -- primary -- I
22 mean, alternate, alternate, alternate.

23 Okay. So, for -- for the Aerospace Academy,
24 we have one person for primary, and that is me.
25 That's because nobody wants to be over at

1 St. Augustine High School at 8:00 in the morning.
2 That's the time they have the meetings. So all in
3 favor of Reba being primary, say aye.

4 MR. CLARKE: Aye.

5 MS. LIOTTA: Aye.

6 MS. CASH-CHAPMAN: Aye.

7 MR. TUCKER: Aye.

8 CHAIRMAN LUDLOW: Aye.

9 Now for our alternate, we had several
10 alternates for -- Jennifer Liotta is in for
11 alternate. Dennis Clarke is in for alternate.
12 Hold on. This one's got too many pages. And
13 that's all. So, for alternate, we have
14 Dennis Clarke and Jennifer Liotta. So are there
15 any other nominations or anybody want to withdraw?

16 MR. CLARKE: I'll withdraw.

17 CHAIRMAN LUDLOW: Okay.

18 MS. LIOTTA: Beat me to it.

19 MR. CLARKE: I would rather do TPO.

20 CHAIRMAN LUDLOW: The -- so the
21 Aerospace Academy primary is Reba and the alternate
22 is Jennifer. I can't wait to see you at 8:00 in
23 the morning. Poor thing.

24 Next on the agenda, I mean, our liaisons would
25 be Economic Development. So Economic Development,

1 we have -- that's alternate. That's alternate.
2 Who's going to be primary for Economic Development?
3 We have -- oh, I put down as alternate. Jennifer
4 put down as alternate.

5 MR. CLARKE: I nominate Len Tucker.

6 CHAIRMAN LUDLOW: No, he --

7 MS. CASH-CHAPMAN: I'm willing to if nobody
8 else wants to. I'll do whatever.

9 CHAIRMAN LUDLOW: Economic Development?

10 MS. CASH-CHAPMAN: Yeah, it doesn't bother me.

11 CHAIRMAN LUDLOW: Okay. So for
12 Economic Development will be primary, Michelle, and
13 I guess you can call for any alternate you want.

14 MS. CASH-CHAPMAN: Sure.

15 CHAIRMAN LUDLOW: Call staff, I guess.

16 Okay. For TPO -- and I will say about TPO,
17 I've been that for four years, and that's at 8:30
18 in the morning on State Street in downtown
19 Jacksonville. For TPO, it's a planning,
20 transportation planning. We have an alternate with
21 Jennifer Liotta. Oh --

22 MR. CLARKE: I can -- I'll --

23 CHAIRMAN LUDLOW: Oh, yeah, Dennis.

24 Dennis is -- since Dennis had been groomed, he
25 was alternate last year, and so he's already

1 groomed and I wish he would take primary and I
2 would take alternate. It's not like we have a lot
3 of choices. Okay.

4 And, Jennifer, I can't wait -- now you're
5 going to be there at 8:30 at those meetings, right?

6 MS. LIOTTA: I'm sorry, what?

7 CHAIRMAN LUDLOW: Aerospace Academy.

8 MS. LIOTTA: Oh, yeah. If needed.

9 CHAIRMAN LUDLOW: Okay. So we have our
10 secretaries and our liaisons. And we do not call
11 them committees because committees fall under the
12 Sunshine Law.

13 So now we are getting to committees. One,
14 two, three, four, five. Okay. Sorry I missed one.
15 Oh, doesn't matter anyway. So our -- we didn't
16 make -- didn't people turn in a statement of
17 interest?

18 MS. CASH-CHAPMAN: I don't think we did that.

19 MS. LIOTTA: There -- there was -- I maybe can
20 provide some clarification.

21 There was some back and forth e-mailing and
22 there was an earlier e-mail that Mr. Pittman sent
23 to all of us that had us applying to committees. I
24 responded to him and, you know, referenced the
25 charters and said that the applications were only

1 for certain committees and only for members of the
2 community who wanted to serve on those
3 committees --

4 CHAIRMAN LUDLOW: Okay.

5 MS. LIOTTA: -- on those committees. So it
6 really wasn't applicable to us ever.

7 I don't know that we ever got a clarification
8 on that e-mail on that, but I did ask -- my
9 understanding to be verified by general counsel and
10 for him to be prepared to speak on that. But I
11 think it's a moot point. Any committee, we just
12 look at the charter and whoever wants to
13 participate, does.

14 CHAIRMAN LUDLOW: Thank you.

15 So our first committee will be the finance
16 committee. And what happens here is that you get a
17 board member in charge. It has to be in the
18 Sunshine. If -- if the general public would like
19 to be on the -- on this committee, you can attend,
20 but if you want to be on the committee, we have a
21 form to fill out. So you would talk to Dennis -- I
22 mean, talk to the -- the primary chairman, I guess,
23 of that committee.

24 So for audit finance committee, I nominate --
25 can I nominate?

1 MR. CLARKE: Well, if Jennifer's correct,
2 would we -- anybody could call for that committee
3 to assemble?

4 CHAIRMAN LUDLOW: Yeah. Do I have any
5 nominations for audit, then? Is that what you --

6 MS. CASH-CHAPMAN: I think it means we just
7 kind of leave it as it was unless we --

8 MR. CLARKE: You can assign that role to
9 anybody at any time, I think.

10 CHAIRMAN LUDLOW: Okay. Good.

11 MR. CLARKE: Is that correct?

12 MS. LIOTTA: No.

13 CHAIRMAN LUDLOW: Okay.

14 MS. LIOTTA: I mean, it's not -- it's not a
15 chair assignment. It's -- it's a matter of --

16 CHAIRMAN LUDLOW: Appointment?

17 MS. LIOTTA: -- you know, each board member
18 wanting to be involved in whichever committee.

19 CHAIRMAN LUDLOW: Okay.

20 MS. LIOTTA: I think the only -- the charter
21 for the audit committee said something about --

22 CHAIRMAN LUDLOW: He can't --

23 MS. LIOTTA: -- I think the
24 secretary-treasurer not being involved.

25 CHAIRMAN LUDLOW: Right.

1 MS. LIOTTA: Other than that, there's no
2 prohibition on any board member serving on any
3 committee.

4 CHAIRMAN LUDLOW: Right. Okay. So we have
5 the policy committee, audit, finance committee, and
6 master plan. But I do need somebody to be in
7 charge of --

8 MR. TUCKER: No action -- no action's
9 necessary.

10 MS. LIOTTA: I think for --

11 CHAIRMAN LUDLOW: No action's necessary, okay.

12 MS. LIOTTA: Each of the committees would --
13 would vote for its own leader --

14 CHAIRMAN LUDLOW: Okay.

15 MS. LIOTTA: -- at the meeting. So, I mean,
16 that goes down to the committees, if they want to
17 appoint someone to head the committee.

18 CHAIRMAN LUDLOW: That's right. I thought we
19 had to have a board member in charge.

20 MR. BLOCKER: No, ma'am. You would just have
21 a board member serve on your committee. But they
22 don't have to be --

23 CHAIRMAN LUDLOW: Okay. So they could pick
24 like -- you're right, I remember that now, that
25 they can -- at the meeting, they can choose their

1 own.

2 MR. BLOCKER: Yes, ma'am.

3 CHAIRMAN LUDLOW: Yeah. Okay. Thank you.

4 That made my job a lot easier there.

5 Okay. So we've done chairman and the
6 delegates for TPO, EDC, and Aerospace Academy. And
7 for our committees under the Sunshine Law are
8 policy, finance and master plan. So you would be
9 notified on our website when a meeting would be
10 coming up and then you'd decide.

11 MINUTES APPROVAL

12 CHAIRMAN LUDLOW: Okay. Next is minutes
13 approval. We need to okay the minutes from the
14 11/18 meeting and also the December 9th meeting.
15 So, has everybody read those? Is there any
16 discussion or do you want to vote?

17 MS. LIOTTA: I guess I just have one, like,
18 administrative clarification.

19 I was going through the meeting minutes for
20 the November meeting and this topic came up of, you
21 know, a statement of interest -- indication of
22 interest and, like, for officer roles and
23 committees.

24 I think we all just got confused. When we
25 were saying committees, we really meant these

1 delegate positions. That may be one of the reasons
2 why we got some confusing e-mails afterwards. So I
3 want to put that clarification on the record. I
4 don't think it requires going back and changing any
5 of the text of the --

6 CHAIRMAN LUDLOW: Good.

7 MS. LIOTTA: -- of the transcript, though.

8 CHAIRMAN LUDLOW: I agree. I agree. So, we
9 can have a motion and a second to accept the board
10 min -- board member meetings as presented --

11 MR. CLARKE: So move.

12 CHAIRMAN LUDLOW: -- and not change them.

13 MR. CLARKE: So move.

14 CHAIRMAN LUDLOW: Okay. We have a first
15 motion. Do we have a second?

16 MS. CASH-CHAPMAN: I'll second.

17 CHAIRMAN LUDLOW: So, Dennis is first motion
18 and Michelle seconded that. All in favor, say aye.

19 MR. CLARKE: Aye.

20 MS. LIOTTA: Aye.

21 MS. CASH-CHAPMAN: Aye.

22 MR. TUCKER: Aye.

23 CHAIRMAN LUDLOW: Aye. So they are approved.

24 AGENDA APPROVAL

25 CHAIRMAN LUDLOW: So agenda approval. Now, we

1 had to change that agenda quite a few times, but I
2 think we finally got it right. So are there any
3 additions to or changes to the agenda?

4 (None.)

5 CHAIRMAN LUDLOW: I need to hear a motion and
6 a second to accept them.

7 Nobody wants to accept the agenda?

8 MR. TUCKER: I move to accept the agenda.

9 CHAIRMAN LUDLOW: Thank you. Motion for the
10 agenda, Len Tucker. And second?

11 MR. CLARKE: I'll second.

12 CHAIRMAN LUDLOW: Is Dennis Clarke. All in
13 favor, say aye.

14 MR. CLARKE: Aye.

15 MS. LIOTTA: Aye.

16 MS. CASH-CHAPMAN: Aye.

17 MR. TUCKER: Aye.

18 CHAIRMAN LUDLOW: Aye.

19 BUSINESS PARTNER UPDATES

20 CHAIRMAN LUDLOW: Okay. We're doing business
21 partner updates. And our first one is Ms. Ann
22 Taylor St. Johns County Commission. Hi, Ann.

23 COMMISSIONER TAYLOR: Hello, everybody. Great
24 to see you. Congratulations on your reelection,
25 Reba, and congratulations to you, Len.

1 As far as an update, I just wanted to share
2 that we had the big delegation meeting on Friday.
3 Mr. Pittman did great presentation. And to no
4 surprise and fortunately it was unanimous that we
5 are now the -- the St. Augustine Airport. So,
6 that's good news. But that was really my biggest
7 update, so --

8 CHAIRMAN LUDLOW: That was very good.

9 COMMISSIONER TAYLOR: -- I know you have a
10 pretty good agenda.

11 CHAIRMAN LUDLOW: They -- they had to vote on
12 it right then and there?

13 COMMISSIONER TAYLOR: They voted right then
14 and there.

15 CHAIRMAN LUDLOW: And it was unanimous, and
16 like Linda said, it will take effect in July. So
17 we can't -- so, you can -- Jake, you can start
18 painting in July. He always hides from me.

19 Okay. One more thing -- nevermind. I'm not
20 going to go there on that one. Okay.

21 Vinny Beyers?

22 (Not present).

23 CHAIRMAN LUDLOW: Is Vinny here today? No
24 Vinny. He doesn't come out if it's raining. So
25 we'll have Nate McKendrick with Northrop Grumman.

1 MR. TUCKER: Brent McCammon.

2 CHAIRMAN LUDLOW: Nate McKendrick from
3 Northrop. And Nate looks at our agenda and if it's
4 anything to do with Northrop Grumman, he comes, and
5 if it isn't, then he doesn't. So we're going to --
6 I didn't forget you, Brent, but we're going to do
7 Reid Deputy, the AOPA liaison, and then we'll do
8 Brent, SAAPA.

9 MR. DEPUTY: Good afternoon. Happy new year
10 and look forward to an exciting new '25.

11 AOPA today does have a brief statement that
12 they wanted to make, given one of the agenda items
13 today. They asked that I relay that they would
14 like airports to ensure that policies are fair,
15 reasonable, and not unjustly discriminatory towards
16 any one user while maintaining compliance with all
17 grant assurances.

18 If a user feels they are being treated
19 unfairly, unreasonably, or discriminated against
20 unjustly, or that an obligated airport sponsor is
21 otherwise violating a grant assurance, the user
22 should consider filing an informal Part 13
23 compliant -- complaint with the FAA. That's the
24 end of the statement. Thanks.

25 CHAIRMAN LUDLOW: And Reid Deputy is also a

1 SAAPA member who definitely -- SAAPA definitely
2 supports the airport. So -- okay. Thank you.

3 Now we're going to introduce Brent as our new
4 liaison. Jose, you can hand over the mantle to
5 Brent.

6 MR. RIERA: Okay. Yeah.

7 On behalf of SAAPA, former liaison, here's our
8 new liaison for the board. I am very glad to turn
9 it over to him, but I'm also going to be helping
10 him, you know, so he can get his feet wet and all
11 the stuff and help him out anything that I can.
12 And I'm still available here; I'm just simply
13 passing over the baton for the next racer.

14 CHAIRMAN LUDLOW: Thank you, Brent. And
15 introduce yourself.

16 MR. MCCAMMON: Thank you, Chairman Ludlow and
17 ladies and gentlemen. I am Brent McCammon, the new
18 vice president actually of SAAPA. The president is
19 actually Mr. Ammar -- Ammar Asaad, and then the new
20 treasurer, which is going to be Mr. Duncan --

21 CHAIRMAN LUDLOW: Ammar, stand up and, Duncan,
22 stand up. These are the new -- the three new
23 officers probably for SAAPA.

24 MR. MCCAMMON: Thank you.

25 CHAIRMAN LUDLOW: And so, thank you for being

1 here. And now you get to critique him for a
2 change.

3 MR. MCCAMMON: Look forward to it.

4 We've done some structural changes with SAAPA,
5 so we're working through bylaws. We've created one
6 or two new officer positions, so we're still
7 working through that with the members of the group.
8 Next time I -- I'm here, we'll talk to you a little
9 bit and maybe give a quick update.

10 But other than that, I don't have a lot.
11 We're looking forward to working with all of you.
12 We're all deeply dedicated to the airport and the
13 growth and going forward, so that's all I've got.

14 CHAIRMAN LUDLOW: And he's a Navy veteran and
15 he has a child 21 and a child one.

16 MR. MCCAMMON: I don't know when to quit.
17 Thank you.

18 CHAIRMAN LUDLOW: Don't let Reba know
19 anything, right? But, you know, that's what you
20 want to know. I mean, he was in the Navy 30 years,
21 right?

22 MR. MCCAMMON: I'm still in.

23 CHAIRMAN LUDLOW: Oh, he's still in.

24 MR. MCCAMMON: Almost out.

25 CHAIRMAN LUDLOW: Almost out, okay. Ammar,

1 what do you do for your background? Ammar is the
2 president.

3 MR. ASAAD: Yeah. Flight instructor at
4 Modern Aero. So, at the moment, just working
5 through flight instruction and doing what I can
6 being a part of the airport.

7 CHAIRMAN LUDLOW: And you're from Manassas,
8 Virginia.

9 MR. ASAAD: Yeah. That's where I did all of
10 my flight training, was in Manassas, Virginia. And
11 then about a year or so ago, I moved down to
12 Florida, a flight school in Cocoa Beach, and then
13 back in the summer, moved out here to St. Augustine
14 and just been working and trying to grow the
15 community as I can.

16 CHAIRMAN LUDLOW: Very good. Thank you.

17 And, Duncan, stand up and tell a little bit
18 about -- Duncan is treasurer?

19 MR. GRAHAM: Yes, ma'am. I'm treasurer of
20 SAAPA. I am from originally from Montana, and I
21 moved down here working flight instruction -- or
22 I'm not flight-instructing, but I'm getting flight
23 instruction right now working towards my CFI and
24 plan on doing that for the next few years.

25 CHAIRMAN LUDLOW: Great. I hope you didn't

1 bring this nasty weather for us.

2 Well, congratulations, SAAPA, and I want to
3 say again, SAAPA is an integral part of the
4 airport. I know when I started -- I started flying
5 in '88, so I forgot when my first meeting was, but
6 we had about five members. Now we have over 200.
7 So we are growing and we are a force to be reckoned
8 with.

9 EAST AREA DEVELOPMENT PLAN RESOLUTION 2025-01

10 CHAIRMAN LUDLOW: The next agenda item is the
11 Item Number 1, the east side development plan and
12 staff analysis and resolution. And Chad or
13 Courtney, who's going to start?

14 MR. PITTMAN: I'll start.

15 CHAIRMAN LUDLOW: Courtney will --

16 MR. PITTMAN: Good afternoon, Madam Chair,
17 members of the board and everyone in attendance in
18 our viewing audience. Thank you --

19 CHAIRMAN LUDLOW: Talk slow.

20 MR. PITTMAN: Thank you for giving me the
21 opportunity to speak today about an issue of
22 significant importance: The development of the
23 east side of our airport.

24 As stewards of this vital region asset --
25 regional asset, we have a responsibility that

1 approaches growth and sustainability with a clear
2 strategic vision.

3 To this end, we are conducting a detailed
4 staff analysis to guide our next steps. This
5 analysis will inform a -- will form a policy for
6 the development of the east side, ensuring we
7 utilize this land efficiently, effectively, and in
8 alignment with the airport's long-term objectives.

9 The need for a preestablished plan is not just
10 important, it is critical. By adopting a
11 structured approach, we position ourselves to
12 maximize the value of these assets by carefully
13 balancing operational requirements, tenant
14 interest, and community priorities. Without such a
15 plan, we risk haphazard development, missed
16 opportunities and conflict could hinder the
17 airport's potential for success.

18 The resolution supporting this effort
19 underscores our commitment to thoughtful and
20 deliberate planning. It reinforces the airport's
21 intent to leverage its east side in a potential way
22 that aligns with our mission and broader goals of
23 the community we serve.

24 Through this resolution, we aim to mitigate
25 potential conflicts, streamline decision-making for

1 future projects, and solidify a framework that
2 ensures every parcel is developed with pur- --
3 purpose and precision.

4 Included in this policy are three distinct
5 parcels, each requiring specific management and
6 planning strategies, addressing the unique needs
7 and opportunities of each parcel. They will enable
8 us to create a cohesive and effective development
9 strategy that enhances the airport's operational
10 capacity and contributions.

11 Adopting this resolution represents a pivotal
12 step toward unlocking the potential of the east
13 side of the airport. It is a step toward a future
14 where this area becomes a valuable and
15 well-managed, I say again, well-managed, resource
16 that supports the airport's success and delivers
17 tangible benefits to our broader community.

18 If you will, I would like for you to scroll
19 down. So what you have up here now is the staff
20 analysis.

21 The staff analysis gives an overview of the
22 steps that we've taken in developing the
23 resolution. It gives you a history. It explains
24 the specifics of the airport and how we got to
25 where we are today, is what you see in the staff

1 analysis. If you would continue scrolling down to
2 the resolution itself.

3 All right. You passed it. Go back up.

4 MS. SANTIAGO: Did I?

5 MR. PITTMAN: Yeah, yeah.

6 CHAIRMAN LUDLOW: We're Scrolling 101.

7 MR. PITTMAN: Scroll down. It's 20 pages, so
8 we're usually Page 1.

9 CHAIRMAN LUDLOW: Oh.

10 MR. PITTMAN: Now, go up.

11 CHAIRMAN LUDLOW: I see.

12 MS. SANTIAGO: Oh, got it.

13 MR. PITTMAN: All right. All right. Go down.

14 CHAIRMAN LUDLOW: I tell Chad to speak slowly
15 because he was an air traffic controller and he
16 speaks --

17 MR. TUCKER: Courtney.

18 CHAIRMAN LUDLOW: I mean Courtney. Who did I
19 say?

20 MR. TUCKER: Chad.

21 MR. PITTMAN: All right. Go down, go down, go
22 down.

23 CHAIRMAN LUDLOW: I looked at Chad.

24 MR. PITTMAN: Move to the bottom page. Okay.
25 So that's the staff analysis. Like I said, go

1 to -- you where it says 1 of 8?

2 MS. SANTIAGO: Page 1.

3 MR. PITTMAN: All right. Go down to the
4 bottom of that. Go down.

5 MR. CLARKE: Page 10.

6 MS. SANTIAGO: Page 10, thank you.

7 MR. PITTMAN: Okay. Thank you. Scroll down
8 just a little bit, please.

9 So it's Resolution 25 -- 2025-01. All right.
10 So we have a brief background of the development
11 plan, and it is labeled as Exhibit I.

12 Okay. As you see, it says on Number 2
13 Exhibit I depicts the notion of the relocation of
14 Hawkeye View Lane. Now, at the end of this
15 resolution, you're going to see a picture. The
16 picture depicts the east side development area
17 which is broken down into three different parcels.
18 You have Parcel A, which is the northernmost
19 parcel; you have Parcel B, which is the middle
20 parcel; and then you have Parcel C.

21 This is in alignment with the project that we
22 already had, which was the movement of Hawkeye View
23 Lane. The Hawkeye View Lane, after the purchase of
24 the Gun Club property, is going to be moved
25 eastward, which opens up property available to us

1 for development.

2 We have purchased mitigation credits,
3 mitigation credits, a portion of which will be
4 utilized for the -- for the movement of said
5 Hawkeye View Lane, but there'll be some remaining.

6 So this resolution here depicts how we should;
7 one, utilize said mitigation credits; two, depicts
8 how we should label each parcel. So as you see as
9 you scroll down, I'm going to get to Parcel A.
10 Boom. So here you go, Area A.

11 Area A, so we -- after going back and forth --
12 like I said, this is the third rendition of this
13 policy. Initially, Parcel A, we were just locking
14 it in to corporate-size hangars. Now that was
15 limiting to corporate or commercial.

16 So if a private individual had the money and
17 they wanted to build a hangar or have us build said
18 hangar, if that was something we wanted to do,
19 that's what Parcel A -- those hangars would be
20 located in Area A or Parcel A, as we refer to it.
21 Scroll down.

22 Area B. Area B is intended for MRO and
23 potentially FBO use. What I would suggest to the
24 board is we work southbound, southbound meaning
25 from Parcel A to Parcel B to Parcel C, with the

1 acquiring of mitigation credits using our resources
2 effectively.

3 And also, going from Parcel A, like I said,
4 with the mitigation credits being used for the
5 movement of Hawkeye View Lane -- a portion of them,
6 rather -- we will be able to develop that land much
7 faster as we move southbound. And then as we
8 acquire more credits, the -- the development of
9 Parcel -- Area B will come available. Scroll down,
10 please.

11 Area C. Area C could be for an MRO facility.
12 That's the southernmost part. But for those who
13 are famil- -- can you scroll down? For those who
14 are familiar with the airport, you'll be able to
15 see the -- that's the southern part -- if you are
16 in reference to Northrop Grumman or where
17 Northrop Grumman's located, they're just south of
18 Northrop Grumman.

19 And so, that outlies, the -- that captures
20 what we wanted as the policy for the east side. It
21 is allocating what -- I'm sorry. It labels what
22 each portion is for -- A, B, or C -- what each
23 portion is used for. Because, right now we have an
24 Airport Layout Plan, but we don't truly have an
25 idea of how to make that happen, right?

1 And so, without a policy that dictates how do
2 we do that, and so when I have people come to the
3 Airport Authority and say they want to put
4 something somewhere, we need to have rules and
5 structure to say how you-all as a board want it
6 done.

7 Now, please understand that this is a living
8 document. This is something you-all can change as
9 you-all see fit. But I think we would be -- we
10 would be remiss if we did not have something in
11 place, because as it stands right now, we do not.

12 And so, with the people who are coming to me
13 for ground leases, people who are coming to me
14 inquiring whether or not we're going to build
15 hangars, people who are asking me if we're going to
16 buy more mitigation credits, I would love to have a
17 policy in place that gives staff instructions on
18 how we proceed forward.

19 That is it.

20 CHAIRMAN LUDLOW: And -- and thank you. And,
21 yes, it is living, which means that it can be
22 updated, changed, and we just need to rules to go
23 by.

24 MR. TUCKER: I've got a question. Is there
25 any kind of a timetable that's been assigned to the

1 development of A, B, and C?

2 MR. PITTMAN: No, sir, there has not been a
3 hard timetable, because a lot of things -- like I
4 said, we just spent money acquiring the mitigate
5 credits. We just wrote the check last week on the
6 mitigation credits.

7 And so, what we wanted was for you-all to give
8 us a set of instructions. Because, like, right
9 now, I have entities that want corporate hangars
10 and I have some entities that want FBO, right?

11 And so, they don't have -- as per our policy,
12 initial policies on the minimum requirements, they
13 don't have those things lined up, but they're in
14 the process of getting those things done to submit
15 packages. So, to answer your question, no, there
16 isn't a timetable.

17 MR. TUCKER: But it could happen quickly --

18 MR. PITTMAN: It could happen --

19 MR. TUCKER: -- if those people come up with
20 the --

21 MR. PITTMAN: -- very quickly if we're ready
22 to move, yes, sir.

23 CHAIRMAN LUDLOW: And, I'm sorry, I just want
24 to say, for clarification, would you tell the
25 audience what is on Area -- I mean, Area A so they

1 have some picture in their mind?

2 MR. PITTMAN: Absolutely. So if you're
3 thinking Hangar 5, if you're thinking Infinity, if
4 you're think -- so that would be the north side.
5 So around that area, it would be Parcel A.

6 Parcel A, like I said, with the movement
7 eastbound of Hawkeye View Lane, you will have
8 corporate hangars -- or, I'm sorry, I've got to
9 remind myself -- large hangars will be placed in
10 that area. Mr. Clarke?

11 MR. CLARKE: I just want to make sure.

12 Are the boundaries that are depicted on the
13 drawings, are they fixed or can they be modified
14 depending on, you know, how the development
15 proceeds? In other words, if -- if they need to
16 shift a little bit, is there a flexibility -- do
17 you have the flexibility in the plan to shift those
18 boundaries a little bit?

19 MR. PITTMAN: Great question.

20 All right. So the boundaries of each are not
21 fixed; they're just representations of what could
22 go on those areas.

23 MR. CLARKE: Okay.

24 MR. PITTMAN: And so, if you were to say -- if
25 you-all as a board decided that you didn't want to

1 do an FBO, for example, and you would like A, you
2 would like the idea of more large hangars, that'll
3 be an option. So B, with -- with the purchase of
4 said mitigation credits, could be utilized for
5 large hangars, if that's --

6 CHAIRMAN LUDLOW: Thank you.

7 MR. PITTMAN: -- you-all's wish.

8 MR. CLARKE: That's --

9 CHAIRMAN LUDLOW: Thank you. Any other
10 questions from the board?

11 MS. LIOTTA: Well, I've got -- I do have some.

12 (External noise.)

13 CHAIRMAN LUDLOW: This is Scrolling 102.

14 MS. LIOTTA: I do have some questions for you,
15 Mr. Pittman --

16 CHAIRMAN LUDLOW: Thank you.

17 MS. LIOTTA: -- about staff analysis.

18 Can you confirm that the staff analysis
19 document is not meant to be a policy document?

20 MR. PITTMAN: No, it's not a policy document.

21 MS. LIOTTA: Okay.

22 MR. PITTMAN: What it --

23 MS. LIOTTA: Can you -- my -- I understand
24 that your role as executive director is to provide
25 information and recommendations to the board, and I

1 can appreciate that that's what this document I
2 hope is intended to do.

3 MR. PITTMAN: Uh-huh.

4 MS. LIOTTA: My concern is that it has
5 statements in there that read more like policy or
6 read more like conclusions, that you're making
7 decisions that I believe the board should be
8 making.

9 So, would you commit to making a clear
10 disclaimer in this document for public record that
11 it is the embodiment of staff recommendation and
12 not to be construed as a policy document?

13 MR. PITTMAN: All right. The resolution is
14 the policy document -- I'm answering you. The
15 resolution would be the policy document. The staff
16 analysis is not the policy document, for the
17 record. It is just a -- outlines the information
18 and how we acquired it.

19 MS. LIOTTA: Well, I appreciate that you agree
20 with me, but I'm asking if you would commit to
21 making that clear disclaimer in the document itself
22 so if anybody ever requests this document, goes
23 back to refer to it, they don't need the minutes of
24 this meeting to understand that this staff analysis
25 document is not a purported policy document, it's

1 not meant to reinterpret or rewrite whatever policy
2 this board puts in place. Can you commit to that?

3 MR. PITTMAN: Yes, I can commit to that.

4 MS. LIOTTA: Okay. I appreciate that.

5 MR. PITTMAN: Thank you.

6 CHAIRMAN LUDLOW: Any other questions?

7 MS. LIOTTA: Not about the staff analysis, but
8 I would like to discuss the resolution when it's
9 time to do that.

10 CHAIRMAN LUDLOW: So, any other discussion on
11 the east area, then we will -- okay.

12 MR. CLARKE: I have a question on Ms. Liotta's
13 comments. Does that -- does that require a
14 redrafting of this resolution?

15 MS. LIOTTA: Not the resolution. It's the
16 staff -- that was my question, was for the staff
17 analysis document --

18 MR. CLARKE: Okay, okay.

19 MS. LIOTTA: -- which is a separate document.

20 MR. CLARKE: All right.

21 CHAIRMAN LUDLOW: Okay. So, I'm sorry you
22 guys don't have a copy of the resolution, but it
23 has been around for about two months, you know,
24 being refined and refined, and it's perfect, we'll
25 say.

1 So, is there any discussions, other than
2 Jennifer -- she'll give somebody else a turn if
3 they'd like to -- any discussion regarding the
4 resolution at this time? Len, Dennis, Michelle?

5 MS. LIOTTA: Okay. Well, happy to go, if
6 nobody else wants to go first.

7 I think we have a really big process problem
8 here. This policy has come to the board in
9 different guises -- four times now?

10 CHAIRMAN LUDLOW: But you had it five days
11 this time, didn't you?

12 MS. LIOTTA: It -- I will -- I will explain.
13 And in each time, at least the last couple of
14 times, we've had a situation where it's brought to
15 the board drafted for action.

16 I don't think that's correct, because every
17 time it comes back to us, it comes back to us
18 substantially different --

19 MS. MARTIN: She's an attorney.

20 MS. LIOTTA: -- almost like it's fresh with a
21 whole sense of new information.

22 I asked staff to get me a redline against the
23 last resolution and there's more redlining in here
24 than there is prior text. So, to me, this is
25 something that is essentially new, and there is new

1 information and new things in here and new language
2 that I have new questions about.

3 And I really -- at the last meeting, it was
4 suggested, not by me but by another board member,
5 that it would really be appropriate to have this in
6 a workshop, which I completely agree with because I
7 am not comfortable voting on something where we
8 haven't had a chance to get this proposed language
9 out to the community, to the stakeholders, to have
10 them have a real opportunity to give us feedback.

11 Because I think, you know, it's a little bit
12 of whack-a-mole that we're doing and we're -- if we
13 go in and we just approve something and we've
14 gotten no feedback, no opportunity to discuss our
15 own concerns with coun- -- with staff and counsel,
16 potentially have something tweaked before it comes
17 to a vote, we're going to be in a situation where
18 we may find that there was a flaw in the -- in the
19 policy, but we find out because somebody wants to
20 have a dispute with us. I mean, I think it's -- or
21 we've neglected to address a -- a substantial
22 interest that we want to do.

23 I just think we have a bad process here. I
24 would prefer that this get noticed for a workshop,
25 happy to do it this month as soon as possible, get

1 this document out to the public so that they have
2 an opportunity to look at it, come and talk to us,
3 and we can all hash through this because I -- I
4 agree we should do something.

5 CHAIRMAN LUDLOW: Someone else should talk,
6 too.

7 MS. LIOTTA: And so, that's what I would
8 propose, is that we table this. I would move that
9 we table this and set it for a workshop with all
10 due speed.

11 CHAIRMAN LUDLOW: Thank you. Is there more
12 comments?

13 MS. CASH-CHAPMAN: I -- I appreciate what
14 you're saying, Jennifer. I understand that you
15 want people to have input. I also understand that
16 this is just a -- another one of those things that
17 we just keep revisiting and revisiting.

18 I'm comfortable either direction. If we do
19 decide as a group that we're going to do a
20 workshop, I do think it needs to be done as soon as
21 possible, because I think that without something
22 like this, we're leaving ourselves wide open for a
23 lot of unknowns that we don't necessarily need in
24 our lives right now.

25 But I also think -- it was my understanding,

1 and maybe I'm missing something reading it, that
2 it -- that it was pretty wide open, that gave us
3 some flexibility, too. So I don't know --

4 MS. LIOTTA: Well, I'm happy to address some
5 of the specific issues --

6 MS. CASH-CHAPMAN: Okay.

7 MS. LIOTTA: -- that I have with it --

8 MS. CASH-CHAPMAN: That would be helpful.

9 MS. LIOTTA: -- why I wouldn't vote for it
10 today, anyway.

11 There's a lot of good stuff in there, things I
12 do agree with, but there are things that I don't.
13 So, for one example --

14 CHAIRMAN LUDLOW: Okay. One thing. But
15 please, board members, do not talk unless you're
16 recognized by the chairman. Thank you.

17 Carry on, Jennifer.

18 MS. LIOTTA: All right. Okay. I've got my
19 list here. Let me find it.

20 Okay. So -- all right, Section 4, it states
21 that the Hawkeye View road relocation is, quote,
22 established as the highest priority of the airport.
23 Section 5 repeats similar language.

24 I really disagree with that. I believe
25 maintaining safe operations is the highest priority

1 of the airport and the board needs to retain
2 discretion on other financial priorities that may
3 present themselves.

4 You know, for example, capital improvements,
5 if we get storm damage, you know, improving some of
6 these T-hangar doors that I hear are terrible, and
7 that we don't want to have a policy out there that
8 tells us where we need to be spending our dollars
9 first at all times.

10 In particular, I think that could be a very
11 terrible exhibit in a -- in a personal injury or
12 wrongful death lawsuit against the airport, that we
13 didn't think our highest priority is putting our
14 money towards becoming a landlord.

15 MR. TUCKER: So -- I'm sorry. I have -- have
16 a question about that.

17 CHAIRMAN LUDLOW: Yes, please. I want -- I
18 would like for other board members to --

19 MR. TUCKER: So if the wording was changed to
20 say that it was the highest priority of the
21 development of the east side, that would be
22 acceptable?

23 MS. LIOTTA: I mean, I think there's -- I just
24 don't think it's necessary language at all as to
25 how we're going to --

1 MR. TUCKER: So if you just strike "highest
2 priority" out of there, then it would be okay?

3 MS. LIOTTA: Is a priority. Like I said, I
4 don't disagree that we could get there, but this is
5 the kind of discussion that makes sense for a
6 workshop to me.

7 MR. TUCKER: Okay. So --

8 MS. LIOTTA: I think this is all
9 addressable --

10 MR. TUCKER: Okay.

11 MS. LIOTTA: -- but it -- like, having to hash
12 out --

13 MR. TUCKER: The problem I have with another
14 work- --

15 MS. LIOTTA: -- changes and clarifications --

16 MR. TUCKER: The problem I have with another
17 workshop is workshop can't vote on it, and so then
18 you're talking about deferring it to the next
19 meeting. And it's that sort of process that is
20 just killing the airport here because we just keep
21 pushing it out.

22 Now, I don't disagree with the fact that this
23 probably should have appeared at a workshop. I
24 think that would have been a good way to hash out a
25 lot of these items and would have made sense. But

1 I just -- I have a problem continuing to push it
2 out. If there's little -- that seems to be a very
3 fixable item here with just our amendment to say
4 strike the word "highest" --

5 MS. LIOTTA: Well --

6 MR. TUCKER: -- and move on and let's get it
7 done. You know, so, I mean, if there's things that
8 like that that we can take care of here, let's do
9 it and get it done.

10 CHAIRMAN LUDLOW: Right.

11 MS. LIOTTA: Well, I -- I agree, but I think
12 what we have put ourselves in a corner here because
13 nobody -- no member of the public can have a
14 meaningful opportunity to participate in that
15 discussion today because they haven't been given
16 this document, they haven't been given time to
17 prepare, and they maybe get three minutes to talk
18 about it. I don't think that's the appropriate way
19 to do it.

20 I -- if we want to set a special meeting
21 instead of a workshop dedicated to hashing through
22 this and getting it fixed, I would be perfectly
23 fine with that.

24 CHAIRMAN LUDLOW: Well, we did say it was a
25 live document, so we could pass it today and it can

1 still be amended any time.

2 So, what's -- what -- I don't see what the
3 problem is. Definitely not a workshop. I mean,
4 this has been out here for six weeks or six months,
5 how long? Forever.

6 And so, yes, it has been changed, but it's
7 gotten better, and you should be more happy with it
8 with the changes, I would think. So I don't agree
9 on a workshop. I think we should go ahead and vote
10 this in. It can be changed any time.

11 MS. CASH-CHAPMAN: Can I be recognized,
12 please?

13 CHAIRMAN LUDLOW: Yes.

14 MS. CASH-CHAPMAN: Thank you.

15 So if I'm hearing everyone correctly, what I'm
16 hearing is, are there issues perhaps with the
17 language versus, like, the bulk of what's actually
18 happening? And if that's the case, is there a
19 chance that we could move forward with this now and
20 schedule a workshop for a later date?

21 Because it is a working document and if it's
22 just kind of the language that we're struggling
23 with, perhaps passing this now would give us the
24 opportunity to move forward with some of the other
25 interested parties and things like that, with them

1 knowing also that this is a live document, that
2 we're still working through it, and then we could
3 still schedule that workshop for the very near
4 future to kind of hash this out and we can kind
5 of -- win-win situation? Is that --

6 CHAIRMAN LUDLOW: Okay. Dennis, comment?

7 MS. LIOTTA: Well, I'm -- I'm just concerned
8 that we never will do that workshop, we never will
9 address the clarification --

10 CHAIRMAN LUDLOW: Well --

11 MS. LIOTTA: -- and that we're basically
12 robbing the community of their chance to have some
13 real input on this.

14 CHAIRMAN LUDLOW: What this policy does is --
15 we need a policy. We have not had a policy for
16 this area, the east side area. Therefore, people
17 can come in and -- and take up like 21 acres and
18 hold it for two years and we can't do anything
19 about it.

20 We need something in writing that can be
21 changed -- it can be changed, but we need some
22 policy on the books. That's what we need. We have
23 nothing. And we know the things that have happened
24 in the past.

25 MS. LIOTTA: Well --

1 CHAIRMAN LUDLOW: I still, you know, suggest
2 we -- we pass it and get a workshop. I'm -- I'm
3 all for that.

4 MS. LIOTTA: Well, if -- if --

5 MS. CASH-CHAPMAN: We could set the workshop
6 today, right? We could set a date perhaps for the
7 workshop today --

8 CHAIRMAN LUDLOW: We can set it --

9 MS. CASH-CHAPMAN: -- and then we can --

10 CHAIRMAN LUDLOW: After --

11 MS. CASH-CHAPMAN: -- perhaps move --

12 CHAIRMAN LUDLOW: After this is signed.

13 MS. LIOTTA: I'd still like to address some of
14 the -- what I think are really some -- some poor
15 language choices in here.

16 CHAIRMAN LUDLOW: Well, can you do that at a
17 workshop?

18 MS. LIOTTA: Well, if we're going to vote on
19 it --

20 CHAIRMAN LUDLOW: But is it something as
21 minute as what --

22 MS. LIOTTA: No --

23 CHAIRMAN LUDLOW: -- what Len said?

24 MS. LIOTTA: -- that -- that was -- that was a
25 more relatively minor point, but I have more

1 substantive.

2 I'm just going chronologically through the
3 document on what I saw as issues. I can try to
4 speed that up, and if you want me to just list them
5 all out.

6 CHAIRMAN LUDLOW: Well, yes, I would.

7 MS. LIOTTA: Okay.

8 CHAIRMAN LUDLOW: We would like for the board
9 to have an opportunity, also, so --

10 MS. LIOTTA: Well, there's -- there's language
11 in this policy that talks about how the airport is
12 e- -- equating the sustainability of the airport --

13 CHAIRMAN LUDLOW: You get five minutes.

14 MS. LIOTTA: -- with becoming a land -- with
15 became -- becoming a landlord. And I don't think
16 that sustainability and maximizing profits are the
17 same things.

18 If we take that approach across the board,
19 that means as a -- as an authority, we need to be
20 charging the highest rents that we can, instituting
21 landing fees wherever we can, you know, and all
22 many -- all manner of other decisions, whatever
23 administrative fees we can apply. We -- I don't
24 think we want to be that kind of airport.

25 CHAIRMAN LUDLOW: Is that the end?

1 MS. LIOTTA: No, I am not done, thank you.

2 Section 8, it tasks the director to define
3 Area A, but no mention that it is subject to
4 approval. Maybe that's just an ambiguity, but I
5 think any -- if there's going to be changes to
6 these notional areas, it should be clearly subject
7 to board approval. If we approve it today right
8 now, that's not necessarily understood.

9 Section 9, I just think the whole thing is
10 un- -- unnecessary and should be stricken. It
11 emphasizes how corporate tenants; i.e., like
12 corporate -- as far as I can tell, private
13 airplanes, would bring positive economic impact,
14 job creation.

15 Commercial tenants could do the same thing, in
16 my view, so I don't understand why they're given
17 priority as a policy in this -- in this document.
18 And in fact, I think it's in conflict with our
19 current airport leasing policy which says that
20 commercial users should be given priority.

21 So, I think the airport should be working to
22 bring new commercial tenants to bring new -- new
23 services. It's -- so there's -- I think it's --
24 the resolution places incorrect emphasis on market
25 demand. Just because you have more people asking

1 for something doesn't mean --

2 CHAIRMAN LUDLOW: Anything else?

3 MS. LIOTTA: -- they should be prioritized.

4 Section 11, I disagree that section should be
5 limited to only allow hangars to be developed by
6 parties who, quote, own corporate aviation aircraft
7 that are not used for their primary business
8 activity.

9 That would preclude businesses who may lease
10 their aircraft rather than own them, which seems
11 arbitrary for the airport to disallow. Second, it
12 would preclude parties who actually use aircraft
13 directly in their services.

14 For example, a medical flight company would be
15 precluded from requesting to develop a hangar. I
16 mean, I disagree that the airport should be
17 precluding entire categories of commercial
18 operators and other parties from discussing a land
19 lease without any apparent rational basis.

20 I think Section 11 is also a bit vague on a
21 few minutes points. It talks about ROI or -- or
22 tenant preference. It's not clear whether the
23 tenant preference is determinative, the tenant can
24 establish the ability to hangar in a more timely
25 fashion than the airport.

1 The ROI language is also vague, as there's no
2 definition around what is an allowable ROI, who
3 gets to decide this. I believe it should be clear
4 that the ultimate decision is to be made by the
5 airport board consistent with current policy on
6 land leases.

7 Land leases provide income to the airport, may
8 proceed for facilities to be built faster and do
9 not create a financial burden to build or maintain
10 facilities.

11 CHAIRMAN LUDLOW: Okay. Are you about done?

12 MS. LIOTTA: So, the goal of creating capacity
13 sooner is a factor to be weighed by the airport, so
14 I believe it is worthwhile for the board to discuss
15 what priorities or guidelines should be established
16 to prevent the pre -- presumptive developer
17 language to become a barrier to bringing new
18 facilities online.

19 And Section 12, again repeats the restrictions
20 of land lease inquiries to --

21 CHAIRMAN LUDLOW: You're over your time.

22 MS. LIOTTA: -- a narrow category. What
23 appears to limit it to essentially only corporate
24 flight departments.

25 And then Section 14 references empirical

1 evidence and recent experience without giving that
2 information to the board. So I don't know that I
3 can agree to -- to what -- with those conclusions.
4 If we get that information, we may have
5 different -- different take on it.

6 And so, I don't -- I don't agree with us just
7 being a rubber stamp on something that's put in a
8 policy in front of us as to what data is -- means
9 when we have not seen it ourselves or had --

10 CHAIRMAN LUDLOW: Thank you.

11 MS. LIOTTA: -- a chance to discuss it.

12 CHAIRMAN LUDLOW: So --

13 MS. LIOTTA: And --

14 CHAIRMAN LUDLOW: Well, you can't --

15 MS. LIOTTA: -- there's a couple of other
16 things --

17 CHAIRMAN LUDLOW: -- redo the whole thing for
18 the audience, to read --

19 MS. LIOTTA: Well, that's --

20 CHAIRMAN LUDLOW: -- the whole thing.

21 MS. LIOTTA: That is -- I went through this
22 with detail and there's -- a lot of this is brand
23 new language --

24 CHAIRMAN LUDLOW: We all did.

25 MS. LIOTTA: -- that we have not seen before,

1 which is why unfortunately I have so many points to
2 dis- -- to go over, because these were not in prior
3 versions, and the community has not had a chance to
4 weigh in on any of this or has to have any prior
5 substantive discussion on these points.

6 CHAIRMAN LUDLOW: This is the first time I've
7 ever heard you say the community weigh in on
8 something, but that's a very good point.

9 MS. LIOTTA: Well, I've said that in prior
10 meetings --

11 CHAIRMAN LUDLOW: That's fine.

12 MS. LIOTTA: -- about this. Like, I did not
13 want to vote for this last month because it was --
14 it had redlines that were brand new that I had only
15 seen hours before the meeting, and I didn't think
16 that was --

17 CHAIRMAN LUDLOW: We had discussion --

18 MS. LIOTTA: -- appropriate because public
19 comment was basically --

20 CHAIRMAN LUDLOW: We had this five days --

21 MR. TUCKER: Madam --

22 CHAIRMAN LUDLOW: -- and you're over five
23 minutes.

24 MR. TUCKER: Madam Chair, why don't we take
25 and have Jennifer submit her issues directly to the

1 board attorney and have him go through and come up
2 with what would be any amendments or any
3 adjustments to this --

4 MS. LIOTTA: Well, I think --

5 MR. TUCKER: -- agenda --

6 MS. LIOTTA: -- the problem -- I think the
7 problem with that is these are -- these are
8 essentially, a lot of them, business decisions.

9 Do we want to limit who can come and ask for
10 a -- to build a hangar or do a land lease? That's
11 a business decision for the board. That's not a
12 drafting issue for the -- for an attorney to -- to
13 discuss. So I can give my list of concerns --

14 MR. TUCKER: Uh-huh.

15 MS. LIOTTA: -- but, respectfully, aviation
16 counsel or the general counsel, no -- no -- no
17 airport counsel can decide that for the board.

18 CHAIRMAN LUDLOW: Thank you. And let me see.
19 Isn't that where your -- your business is?

20 MS. LIOTTA: Excuse me?

21 CHAIRMAN LUDLOW: Isn't that where your
22 business is?

23 MS. LIOTTA: What are you talk -- I don't know
24 what you're talking about.

25 CHAIRMAN LUDLOW: On the east side?

1 MS. LIOTTA: As discussed at the last meeting,
2 Modern Aero, the business I have an ownership
3 interest in, is adjacent to what is described as
4 Area B, and there is an overlay of that Area B box
5 on top of what is the current leasehold of
6 Modern Aero.

7 CHAIRMAN LUDLOW: So you definitely have a
8 personal interest.

9 MS. LIOTTA: No, I don't. And I discussed
10 that, I went through a discussion. And to recap
11 for those who weren't there, I --

12 CHAIRMAN LUDLOW: Please don't recap anything.

13 MS. LIOTTA: Well, I -- I didn't -- don't --
14 if you're making a comment that I have an interest
15 or I have a conflict --

16 CHAIRMAN LUDLOW: Yes.

17 MS. LIOTTA: -- then I think we need to
18 address it.

19 CHAIRMAN LUDLOW: Okay. We -- we don't --

20 MS. LIOTTA: It was addressed at the lease
21 meeting and --

22 CHAIRMAN LUDLOW: Everybody knows, you know,
23 what the business is.

24 Is there any other board discussion?

25 MS. LIOTTA: So everyone knows what the

1 business is. Are you saying I have a conflict?

2 CHAIRMAN LUDLOW: Would you like --

3 MS. LIOTTA: I would like to understand if
4 that is your position, that I have a conflict.

5 CHAIRMAN LUDLOW: I'm asking you. You're the
6 one that has to make that decision, not me.

7 MS. LIOTTA: I -- yes, I --

8 CHAIRMAN LUDLOW: And then we go back and
9 review it.

10 MS. LIOTTA: I don't know what you mean by "we
11 go back and review it," but --

12 CHAIRMAN LUDLOW: Jeremiah --

13 MS. LIOTTA: -- just so there's no --

14 CHAIRMAN LUDLOW: -- the person has to make
15 their own decision on whether there's a conflict.
16 So you have to make your own decision whether
17 there's a conflict.

18 But the point I mean is --

19 MS. LIOTTA: Well, I don't know why you're
20 raising it --

21 CHAIRMAN LUDLOW: -- let somebody else talk.

22 MS. LIOTTA: -- if this was discussed at a
23 prior board meeting.

24 CHAIRMAN LUDLOW: Thank you. Courtney,
25 please.

1 MR. PITTMAN: If I may, Madam Chair. To the
2 things that Mrs. Liotta addressed, we did take
3 consideration of the tenants. We did take into
4 consideration of some of the board members who were
5 willing to participate in this. We did take
6 consideration what you-all said in previous board
7 meetings. That's why you saw the redlines.

8 There was a need for something, just like
9 business is supply and demand. There was a demand
10 for this land, right? And it was a demand for a
11 policy, and it was a demand for direction and
12 guidance for us as a staff to how do we effect
13 this.

14 You have people who are wanting ground leases
15 and different things, and there is no set way of
16 how to do it. So then if you look at minutes in
17 the past, packages were presented to the board for
18 ground leases or whatever which were kicked back
19 and pushed down because they weren't done the right
20 way.

21 So this is what we said. A, we identified a
22 problem, all right? How do we fix said problem?
23 We -- we institute a policy. We created a rough
24 draft. We knew it was going to get ate up. That
25 was the whole point of it, just to start the

1 conversation, right?

2 We started said conversation with the policy.
3 It got kicked back three or four times, right? We
4 left meetings saying back to the drawing board.
5 And that's where we are right now presenting what
6 we have -- the culmination of three different
7 attempts to present the policy.

8 Is it perfect? No. No policy ever is,
9 because as you move forward, you learn new things.
10 And so, that's where we are right now. We have
11 taken -- so let me recap.

12 We have taken the tenants into consideration
13 first and foremost. We've taken the safety -- not
14 the safety, but we took the betterment of the
15 airport, right, with a plan to protect the airport
16 from anyone who might not be what we want.

17 We wanted to own our future. That's what this
18 policy is all about; it's owning our future and
19 what direction we're going to go.

20 Thank you, Madam Chair, for my time.

21 CHAIRMAN LUDLOW: Thank you. And now, do I
22 hear a motion --

23 MR. CLARKE: I have a --

24 CHAIRMAN LUDLOW: If we have a comment --

25 MS. MARTIN: Public comment?

1 MR. CLARKE: Yeah, I --

2 CHAIRMAN LUDLOW: No, we have to have a motion
3 first.

4 MR. TUCKER: Yeah.

5 MS. LIOTTA: I think that's right.

6 MR. CLARKE: I'd just -- I'd just like to a
7 comment. I haven't -- I haven't commented on this
8 yet.

9 I think it only took Thomas Jefferson and some
10 of his associates about a week or so to write the
11 Declaration of Independence. I don't think that
12 spending more time on this to get it perfect is --
13 is a wise use of our time.

14 I think -- I like the idea of passing the
15 resolution and then addressing some of
16 Mrs. Liotta's concerns, coming back later, amending
17 it. But we really need to -- to get this
18 development underway. There are time constraints
19 with funding from the FAA with Florida DOT, and we
20 really need to move on it.

21 This is -- yeah, the document is not perfect,
22 and I -- I can tell you I've already communicated
23 one. The only concern I have with the document
24 that I saw was the use of the term ROI, return on
25 investment.

1 That's -- it's not improper that it's used in
2 here, but I think that we need to make it clear
3 that, as a public use airport owned by the public,
4 we are in the business of recovering costs. If we
5 are to make a return on investment, then we need to
6 define it, you know, properly. So we need to make
7 sure we're recovering our costs.

8 I'm comfortable with everything in here. Can
9 it be enhanced? Sure. But I'm favoring let's pass
10 it tonight and then we can make modifications to it
11 and we'll have time to look at it --

12 MR. TUCKER: Madam Chair?

13 MR. CLARKE: -- at a workshop.

14 CHAIRMAN LUDLOW: I agree. Yes?

15 MR. TUCKER: I move that we pass the
16 St. Johns County Airport Authority Resolution --

17 MS. MARTIN: Don't you public comment?

18 MR. TUCKER: -- 2025-01.

19 CHAIRMAN LUDLOW: After we get the motion and
20 the second --

21 MS. MARTIN: Oh, okay.

22 CHAIRMAN LUDLOW: -- then we get public
23 comment.

24 MS. MARTIN: Thank you.

25 CHAIRMAN LUDLOW: I'm sorry, would you please

1 restate?

2 MR. TUCKER: I move that we pass Resolution --
3 the St. Johns County Airport Authority
4 Resolution 2025-01.

5 CHAIRMAN LUDLOW: Do I hear a second?

6 MR. CLARKE: Second.

7 CHAIRMAN LUDLOW: We have a first and a
8 second --

9 MR. TUCKER: Now the discussion.

10 CHAIRMAN LUDLOW: -- on the -- I know it --
11 on -- on the resolution on the east side
12 development plan. Now we can go to public
13 discussion, please.

14 MS. MARTIN: Yeah. If I can get out of my
15 chair. Okay. Sacha Martin -- forget it, I'll get
16 it later -- 133 Coastal Hollow Circle.

17 I agree with Michelle and Reba that it's
18 really important to get this policy in place
19 immediately so that you can move forward. And it
20 can easily be changed later when -- and especially
21 see how it goes. There are obviously going to be
22 changes --

23 CHAIRMAN LUDLOW: Got to start somewhere.

24 MS. MARTIN: -- to this document. But you
25 need to get it in place right away so that

1 potential tenants can be given a directive. Right
2 now, there are no directives.

3 CHAIRMAN LUDLOW: Exactly. Thank you, Sacha.
4 Any other board -- public comment? Jose? And you
5 don't have to agree with me. You can say -- you
6 can disagree.

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

8 I hear a lot about presenting this to the
9 public. Quite frankly, I think the public is
10 present here, especially the stakeholders are here.

11 So my question really is: How much longer do
12 we have to wait to develop that parcel? We've been
13 waiting -- I've been here for four years. And
14 prior to me being here, there were 20 years, and
15 so, we've got to move on. So we have to do
16 something about it.

17 And I think you guys got the right stuff, you
18 know, from what I've been hearing. So pass the
19 resolution and then go and, you know, change it as
20 needed because, I mean, nothing is going to be
21 perfect. We have to move on. I think we're stuck,
22 and if we continue being stuck, you're going to
23 lose a lot more people than just tenants, quite
24 frankly.

25 CHAIRMAN LUDLOW: Thank you, Jose. Any other

1 public comment?

2 (None.)

3 CHAIRMAN LUDLOW: Okay. Back to the board to
4 vote. I'm going to ask for individual votes,
5 please. So, do it alphabetically.

6 Michelle Cash-Chapman, yea or nay to --

7 MS. CASH-CHAPMAN: Yea.

8 CHAIRMAN LUDLOW: Yes to accept this
9 resolution as it is right now. It's live, just
10 like we said, it's live. Michelle Cash-Chapman
11 says yes approve it. Dennis Clarke?

12 MR. CLARKE: Aye.

13 CHAIRMAN LUDLOW: Aye. Jennifer Liotta?

14 MS. LIOTTA: Well, with the understanding that
15 we'll have other peop- -- stakeholders have an
16 opportunity to weigh in if they see issues --

17 CHAIRMAN LUDLOW: Yeah.

18 MS. LIOTTA: -- maybe I'm seeing things that
19 aren't really there --

20 CHAIRMAN LUDLOW: Yes.

21 MS. LIOTTA: -- I can agree, yes.

22 CHAIRMAN LUDLOW: Yes. Len Tucker?

23 MR. TUCKER: Yes.

24 CHAIRMAN LUDLOW: Yes. Reba Ludlow? Yes.

25 The resolution passes unanimously. And thank you.

1 We -- I'm telling you, we have fought this
2 thing over and over and over. At any rate,
3 that's -- that's not -- thank you. Yes, it passed.
4 Are you going -- do you need to read that into the
5 record, Jeremiah?

6 MR. TUCKER: I hope not.

7 CHAIRMAN LUDLOW: I hope not.

8 MR. BLOCKER: No, ma'am, we're -- we're good.
9 It doesn't need reading. We're good.

10 CHAIRMAN LUDLOW: Okay.

11 MODERN AERO T-HANGAR APPEAL

12 CHAIRMAN LUDLOW: All right. So we're --
13 our -- Number 2 on our agenda is the Modern Aero
14 T-hangar appeal.

15 So, number one, the board has to vote if we
16 are going to hear the appeal. So, where's my list?
17 So, Michelle Cash-Chapman?

18 MR. TUCKER: Is there a motion here?

19 CHAIRMAN LUDLOW: Do we have to have a motion
20 to hear the appeal?

21 MR. BLOCKER: Yes, ma'am. So we'd want to
22 have a -- well, technically, per our board rules,
23 we would just have to go ahead. So we can forego
24 the motion for it. Even though y'all are voting
25 it's part of the rules, so you would just go -- go

1 through just as you were, Madam Chair.

2 CHAIRMAN LUDLOW: Thank you. So, Michelle
3 Cash-Chapman, do you want to hear the appeal?

4 MS. CASH-CHAPMAN: Yes.

5 CHAIRMAN LUDLOW: Yes. Dennis Clarke?

6 MR. CLARKE: Yes.

7 CHAIRMAN LUDLOW: Yes. Jennifer Liotta?

8 MS. LIOTTA: I'm not sure I can.

9 CHAIRMAN LUDLOW: Len Tucker?

10 MR. TUCKER: Yes.

11 CHAIRMAN LUDLOW: Yes. Reba Ludlow, yes.

12 MS. LIOTTA: I -- I believe I have to make a
13 statement for the record.

14 I have an ownership interest in Modern Aero,
15 and since this matter directly affects
16 Modern Aero's leases with the T-hangar -- hangars
17 with the airport, I have a conflict and cannot vote
18 on that.

19 CHAIRMAN LUDLOW: So it passes four to one to
20 hear the appeal.

21 MR. BLOCKER: No, ma'am.

22 MR. TUCKER: No, it's four --

23 CHAIRMAN LUDLOW: No, no. I'm sorry.

24 MR. BLOCKER: It's four to zero because we
25 have one member abstaining.

1 CHAIRMAN LUDLOW: Right -- four-zero. I
2 forgot abstain. Right. Okay. Thank you. It
3 takes a village.

4 Okay. So, now do we go official and give them
5 their 20 minutes to talk?

6 MR. ROBERTS: Public comment?

7 CHAIRMAN LUDLOW: Oh.

8 MR. TUCKER: It's the board comment first and
9 then public comments, right?

10 CHAIRMAN LUDLOW: Okay. Public comment on
11 hearing -- just hearing the appeal. Any other --
12 any public comment on hearing the appeal?

13 (None.)

14 CHAIRMAN LUDLOW: No. So back to the board.

15 (Phone interruption.)

16 CHAIRMAN LUDLOW: Sorry. So, do I have to
17 vote on this? I have to have a first and second
18 and vote? I already had public comment. A first
19 and second motion and vote?

20 MR. BLOCKER: No. So the board's already
21 voted to hear the appeal --

22 CHAIRMAN LUDLOW: Okay.

23 MR. BLOCKER: -- so we're --

24 MR. TUCKER: So we're to the point of hearing
25 the appeal, correct?

1 CHAIRMAN LUDLOW: We're to the point of
2 hearing the appeal.

3 All right. So who is the first one to talk
4 about the Modern Aero T-hangar appeal?

5 MR. MORCOM: Good afternoon. My name is
6 Nick Morcom. I'm here --

7 CHAIRMAN LUDLOW: Oh, hi, Nick Morcom.

8 MR. MORCOM: -- on behalf of Modern Aero.

9 MR. TUCKER: Do you have an address?

10 MR. MORCOM: I apologize?

11 MR. TUCKER: Address?

12 MR. MORCOM: Yes. 203 Fort Wade Road. Do you
13 need more? I'm with Woolsey Morcom. It's a law
14 office.

15 MR. TUCKER: Okay.

16 MR. MORCOM: All right. Chad, have I got it
17 right, it's 20 minutes?

18 MR. ROBERTS: It is 20 minutes.

19 MR. MORCOM: I'll get it started now.

20 All right. As I said, my name is Nick Morcom.
21 I'm an attorney with Woolsey Morcom. I am here on
22 behalf of Modern Aero, LLC.

23 I'd like to thank everybody for being here and
24 at the board meetings. I can see the -- the work
25 you guys put in and the attention you pay to

1 everything and that it -- it all takes a lot of
2 time. So I'm going to be try to be focused in my
3 remarks and get through this and hopefully provide
4 a useful presentation.

5 We're here because Modern Aero received a
6 notice on December 13th, 2024 from the interim
7 director of the Authority that he had decided to
8 terminate all three of Modern Aero's T-hangar
9 leases. The tenancy would terminate on
10 January 15th, 2025, which is two days from now.
11 We're here today to respectfully request that the
12 board rescind the termination and find a different
13 better path forward.

14 I just want to spend just a second on
15 Modern Aero. It's a business that was founded in
16 2021. It operates a first-rate flight training
17 school out of north -- this airport, which has been
18 renamed I just found out today. That Modern Aero
19 entered into a lease with the Airport Authority in
20 '21 for a commercial hangar on Casa Cola Way.
21 Modern Aero then we reentered into a different,
22 subsequent lease for a 27,700 square foot
23 commercial hangar for its operations.

24 Now, during the pending tenancy of those
25 commercial leases, it entered into three separate

1 T-hangar leases, and those are the subject of this
2 appeal.

3 Modern Aero did so openly in its own name.
4 Everyone has always known that Modern Aero was a
5 flight training school and it was not owned by an
6 individual that owned its own, you know, aircraft
7 through an LLC, okay? So, Modern Aero is a
8 quality, it's an important tenancy -- an important
9 tenant and it's a partner of this -- of this
10 aero -- airport.

11 I would just like to point out that, you know,
12 this has been a partnership that's been beneficial
13 to everyone. I've just looked into it. The hangar
14 B-11, which is one of the things seeking to be
15 terminated, the Airport Authority used it in a
16 groundbreaking ceremony not long ago.

17 It's not a litigious organization. It's paid
18 all of the rent owed under all of its lease
19 agreements. And on two separate occasions,
20 Modern Aero, at a different part of the airport,
21 split the cost of capital improvements to let the
22 leaseholds.

23 If I was following and focusing in on the
24 actual T-hangars themselves, Modern Aero's
25 commercial lease, while it's pending, the parties

1 entered into a lease for a T-hangar on
2 November 1st, '21 for R-7 hangar. What's important
3 is the only names on the lease is the Authority and
4 Modern Aero. There's no possible confusion as to
5 what was going to be done: Storing an aircraft
6 owned or leased by Modern Aero, which is a
7 commercial business.

8 In 2023, Modern Aero entered into two
9 subsequent additional leases for T-hangars: M-13,
10 which again Modern Aero is the only entity listed
11 on the lease agreement, and B-11.

12 B-11 is interesting and it goes towards kind
13 of showing what was being agreed to by these
14 entities. Modern Aero entered into that lease with
15 Mike Swain as an another cotenant and J&M Elite
16 Holdings.

17 And the reason it did so was because it
18 would -- it said, look, we don't own this -- this
19 particular aircraft that's going to be stored
20 there; we're storing it for one of the people that
21 use their flight services, and they were instructed
22 by the Airport Authority to include those three
23 names on the lease.

24 They included the three names in black and
25 white letters and it was signed, which indicates

1 dispositively that the Airport Authority was aware
2 and acquiesced to the use of the T-hangars for
3 other individuals, as evidenced by their signature
4 on the lease agreement.

5 Pursuant to the airport's lease and policy
6 procedures, commercial activity, that's the term,
7 commercial activity is design -- defined as any
8 kind of activity that involves the tender of money
9 or barter.

10 Throughout all of its T-hangar leases,
11 Modern Aero has only used the T-hangars for storage
12 and maintenance of aircrafts. Those are two
13 specifically designated things that it is allowed
14 to do so. It does not conduct its commercial
15 flight operations out of the T-hangars. It doesn't
16 do any commercial business out of the T-hangars.
17 It stores them. It stores those vehicles.

18 In November, despite three years of tenancy
19 with no material issues and the Authority using the
20 B-11 T-hangar as a media event, the interim
21 director, on November 15th, 2024, sent a show cause
22 letter to Modern Aero challenging their use of the
23 T-hangars under the lease agreements.

24 After receipt of this letter, Modern Aero did
25 what you would think a business would do if it's a

1 good commercial tenant: It reached out, and
2 reached out and tried to figure out is there
3 anything we can do to try to figure this out.

4 And representations were made to Modern Aero,
5 representations that I believe definitively are
6 true. It received multiple pieces of guidance
7 telling them to ignore the letter and that there
8 would be a way to work this out.

9 And I'm going to be specific. Matt Liotta
10 spoke with the Airport Authority general counsel
11 Jeremiah Blocker and then someone from this office
12 and they said we will set up a meeting informally
13 to discuss with the goal of reaching a businesslike
14 resolution.

15 Jeremiah Blocker's a man you can trust and who
16 can be trusted. It wasn't just Jeremiah Blocker.
17 The interim executive director, Mr. Pittman, spoke
18 with Marc Ginter on November 15th, 2024 and told
19 him disregard the letter.

20 But you don't have to take Mr. Ginter's word
21 for that. There's an attorney R.J. Arnold. He was
22 also sent a copy of the November 15th, 2024 letter
23 because he was being -- they were trying to get a
24 fourth T-hangar and it was -- largely had to do
25 with that that kicked off this issue. And

1 Courtney Pittman, Mr. Pittman, also said disregard
2 the letter on November 15th, 2024.

3 Well, why does that matter? Mr. Pittman sent
4 the letter. The Authority's interim director said
5 disregard it. It relied on counsel for the
6 Authority and the interim director.

7 In the end, there was a good-faith meeting
8 that was set on December 4th, 2024. Modern Aero
9 had not retained counsel at this point.

10 Respectfully, as great as I am, I'm expensive,
11 other lawyers are expensive, every lawyer I've met
12 that worth, you know, anything is expensive. And
13 if you're going to work out a businesslike
14 solution, guys like me are not always the best
15 solution because we're argumentative by nature.
16 And so, they didn't have counsel.

17 The night before the meeting, and just anyone
18 who's listening think about this, they got an
19 e-mail, I believe it was, from the interim director
20 that said there's going to be a court reporter at
21 this meeting.

22 Now, if you've ever been deposed, if you're in
23 the middle of a deposition, you're not in the --
24 under the impression that this is a good-faith
25 interaction. So they did what I think a reasonable

1 person would do, knowing that the meeting was going
2 to be adversarial in nature, and they canceled the
3 meeting.

4 Modern Aero intended to reschedule the meeting
5 in an informal status and hire counsel. After the
6 meeting, Modern Aero contacted Mr. Blocker again.
7 Mr. Blocker told Modern Aero retain counsel and
8 we'll get the good-faith meeting rescheduled.

9 Again, like I said, Mr. Blocker is someone I
10 knew from before this case, and I'll stand by it,
11 he's an -- he's an honorable man whose word can be
12 relied on and it was and his word can bind the
13 Authority.

14 Modern Aero was in the process of hiring
15 counsel. In the meantime, the Authority never said
16 to the -- to Modern Aero, Oh, by the way, this
17 letter, you do need to respond to that. Didn't say
18 that at all.

19 However, that didn't stop the Authority. On
20 December 13th, 2024, the interim director sent a
21 letter terminating the lease hangars effective two
22 days from now and it raised four grounds for
23 termination.

24 (Phone interruption.)

25 MR. MORCOM: This is -- appreciate the

1 background music. This is a -- somewhat important
2 because if you're talking about terminating leases,
3 the grounds under which you legally terminate the
4 lease --

5 MR. TOPP: Sorry about that.

6 MR. MORCOM: You're fine. These are the four
7 grounds they raised: Modern Aero's use of the
8 T-hangar constitutes a commercial use inconsistent
9 with the Airport Authority's policies. Two,
10 Modern Aero lease is 27,700 square foot of
11 commercial space. Three, you failed to respond on
12 the November 15th letter. And four, you failed to
13 show up at the December 4th one.

14 Let me start with the last three and respond
15 why each one's not term -- not terminable grounds.
16 Sec- -- the first one is the 27,700 square foot.
17 So what? So what? How long has that been in
18 existence? And that's grounds to terminate a
19 lease?

20 Where in the lease does it say that, where the
21 having another space that's commercial would
22 ground -- be grounds to terminate a T-hangar lease?
23 It doesn't say that. How many T-hangar lease
24 payments have been paid in good faith by
25 Modern Aero since they had a commercial space on

1 these T-hangar leases? How many has the
2 Airport Authority accepted?

3 There's abundant case law -- I understand that
4 there's a waiver provision in this lease, but where
5 a landlord repeatedly aware of a breach accepts
6 benefits, accept benefits, accept benefits, accept
7 benefits, they can't then say, oh wow, there is a
8 default and I want you to leave. But take off my
9 lawyer hat. What does it matter? It's not a --
10 it's not a -- it's not a violation of the lease.

11 Third, the failure to respond in writing to
12 the interim director's letter of November 15th,
13 they were told they didn't have to. There's
14 nothing in the lease, again, that says you have to
15 respond to good cause letters within a certain date
16 or you can be defaulted and kicked out.

17 Fourth, this notion that you failed to attend
18 a good-faith meeting, again nothing in the lease
19 says you have to attend good-faith meetings or your
20 lease can be terminated. It's a written contract
21 that I would ask the Authority to respect. And,
22 again, the last thing they were told was by
23 Jeremiah Blocker, an honorable man, that the
24 meeting was being rescheduled.

25 It would appear that the third and fourth

1 grounds are more that the interim director's upset
2 and feels disrespected that his request for a
3 meeting was not -- was not complied with.

4 What it really comes down to is this: The
5 Authority takes the position that it has come up
6 with a new definition of commercial activity,
7 inconsistent with years of prior habit and
8 practice, and that that definition now trumps it.

9 And to be clear, these lease agreements state
10 the permitted uses. They are storage of active
11 aircraft, final assembly of aircraft under
12 construction, noncommercial construction of
13 amateur-built or kit-built aircraft, or
14 maintenance, repair, and refurbishment of aircraft.

15 One and four are what this hangar's being used
16 for. It is not being used for commercial purposes.
17 There's been no citing of evidence that it is. To
18 the contrary, the show cause letter says please
19 provide proof of whether or not you are using it
20 for commercial purposes. So, to our knowledge, I
21 don't know that they have any evidence that we are.
22 They certainly have not provided it and they have
23 not cited it in any of the letters.

24 At the end of the day, though -- I get
25 argumentative; it's my nature and it's the nature

1 of litigators -- but what I'm trying to -- want to
2 get across is this: This is going to prompt
3 litigation.

4 This decision, if made as it's being currently
5 made, will prompt a multi-prong lengthy legal
6 dispute. State court action will be filed, and the
7 interim executive's termination of Modern Aero's
8 T-hangar leases amounts to unjust discrimination in
9 violation of federal regulations.

10 CHAIRMAN LUDLOW: It's time --

11 MR. MORCOM: Upon information and belief,
12 Modern Aero is aware of other commercial tenants
13 with the Airport Authority that also have lease
14 agreements that would fall within this commercial
15 definition. No action's been taken. This is
16 absolutely avoidable, and I would urge the board
17 use its judgment in order to do so.

18 It's my understanding that, putting aside any
19 board personalities that may or may not exist, that
20 what motivates this is that the interim director
21 and his legal team have decided that the
22 interpretation of the lease must be done
23 differently, and the logic of it that I can
24 understand and follow is this.

25 The FAA generally requires that the -- the

1 Authority follows its own rules. So if you say
2 this phone has to be put right here face down, the
3 phone has to be face down. You can't just
4 disregard your own rules, right?

5 The T-hangars are for noncommercial purposes.
6 Previously, this is -- appears to be, from all
7 patterns and things that I can look into and see,
8 is you should not operate -- operate a business out
9 of them.

10 The interim director wishes to interpret this
11 clause to instead mean that there can be absolutely
12 no connection between business, making money, and
13 the T-hangars. That is not an interpretation
14 required by any policy of this authority.

15 This brand new interpretation that the interim
16 executive director and his legal team have
17 concluded is not obvious, it's not certain, or it
18 would have been followed for the past five -- prior
19 years.

20 It's suggested that somehow, and I expect it
21 will be in the rebuttal portion, that a violation
22 of what I'm saying right now, if you do not
23 prohibit any type of commercial activity at all in
24 the T-hangars, any sort of connection to it, that
25 it would be a severe FAA violation that could

1 threaten this entire organization. And what I
2 would suggest is that defies logic.

3 Where is the FAA complaint now? Where is it?
4 All of these years, all these people have signed
5 leases and done things, and -- and no FAA complaint
6 has been filed.

7 It would be akin to this -- and this is a
8 little silly, but it helps to demonstrate sometimes
9 with thought exercises. If I stood up and said, if
10 these keys are not placed on this podium, the
11 podium's going to explode, I'll die, right?

12 And if I went on and on and I was serious
13 about that, what would be the logical thing you
14 would say to yourself? Well, the keys haven't been
15 on the podium the whole time. What are you talking
16 about? It's not going to happen. If that was the
17 case, you would have already exploded.

18 Well, that's the same thing here. If someone
19 stands up and says if we don't interpret these FAA
20 rules in the manner that we now claim new and
21 different, that the whole sky is going to collapse,
22 well, why hasn't it fallen? Where's the FAA
23 complaint?

24 In any case, if the FAA -- if the board
25 proceeds and does not assist and provide some

1 relief here to Modern Aero, there will be an FAA
2 filing. And there's some irony in that. The --
3 that the board is being told it has to do something
4 to prevent an FAA filing that's never happened but
5 will guarantee one that will occur.

6 Modern Aero has retained aviation counsel who
7 has won multiple of these FAA-type issues with
8 Florida airports. He's reviewed it. He says that,
9 respectfully, this interpretation is inconsistent
10 and it's discriminatory and it would be subject to
11 an FAA challenge and he believes would be
12 successful. We have -- they've talked of multiple
13 FAA lawyers. None of them said this is
14 appropriate. None of them suggested that they had
15 an issue.

16 I would suggest this. If the Authority wishes
17 to create a new standard for T-hangars, a more
18 appropriate way to do so is to set an agenda item
19 on the board, invite comment, and have the full
20 board vote across the board black and white plain
21 English, okay?

22 If the interpretation for T-hangars should be
23 this: Absolutely no contact with business
24 entities, must be for personal use only, fine, vote
25 on that. If we want to keep the T-hangars how

1 they've been operated for years, fine, vote on
2 that. Something new, better than I'm thinking of
3 because what do I know, vote that way.

4 But for an interim director to create a new
5 path through sporadic enforcement and kind of burn
6 away new to a new-new status quo, forcing lengthy
7 expensive, unpredictable, multitiered, years-long
8 litigation is absolutely unnecessary.

9 Modern Aero appreciates the board's
10 willingness to hear this. Moving forward,
11 Modern Aero can absolutely be a cornerstone of the
12 airport as it continues to grow and flourish.
13 Terminating these tenancies will do nothing but
14 disrupt the progress of both.

15 As discussed for the reasons I've stated, the
16 interim executive director has not stated
17 sufficients grounds to terminate the T-hangar lease
18 agreements and there are multiple reasons to
19 overturn that decision.

20 I believe that the termination of the
21 Modern Aero's lease agreements is legally
22 incorrect, it's unfair, and it's bad business for
23 the Airport Authority. I respectfully urge the
24 board to take a different path.

25 I appreciate your time.

1 CHAIRMAN LUDLOW: And thank you, Mr. Morcom.
2 Now we have Chad Roberts.

3 MR. ROBERTS: Do you have a remote for that?

4 CHAIRMAN LUDLOW: Bye, Andrew.

5 To explain to the audience, the -- Modern Aero
6 gets 20 minutes, Chad gets 20 minutes, and
7 Modern Aero gets five minutes for rebuttal, and
8 then we vote again.

9 MR. ROBERTS: Thank you.

10 The reason I get to stand here and say what
11 Modern Aero is doing in those T-hangars is that the
12 executive director of the Airport Authority that
13 owns those T-hangars asked them to tell him what
14 they're doing in the T-hangars. They've refused.
15 To this day, to this night, they have refused a
16 reasonable request.

17 He has an absolute unqualified right, an
18 absolute unqualified obligation to know what's
19 going on inside our T-hangars. And they've refused
20 his written requests over and over again to tell
21 him what they're doing in our T-hangars, all right?
22 So if I say what the reasonable evidence is, it's
23 because they had an opportunity to rebut that and
24 chose not to.

25 The best evidence to the executive director is

1 that Modern Aero is literally selling
2 head-of-the-line privileges into the T-hangars to
3 their customers. Do you know who's allowed to do
4 that at this airport? Nobody. Nobody.

5 The best evidence to the executive director is
6 that Modern Aero is playing arbitrage with the
7 T-hangars. They rent it for \$450 and sell it to
8 their aircraft-managed customers for who knows what
9 \$2,000? Do you know who's allowed to do that at
10 this airport? Nobody is.

11 Mr. Pittman gave them an opportunity to
12 explain that. He gave them an opportunity to deny
13 that. And their response is that he -- they just
14 looked back at him and said nothing. Did he give
15 them a pass on that? We'll see. We'll see.

16 Mr. Pittman signed the FAA grant assurances.
17 Doesn't need to be lectured to about what grant
18 assurances mean. His name is on it; no one else.
19 He's got two golden rules he's got to serve.
20 They're nonnegotiable.

21 This is a bright-line rule just like that
22 hold-short line and he has to maintain a level
23 playing field of every user in this airport. If he
24 gives one commercial operator a privilege and not
25 the others, it's called an exclusive use and it is

1 an express -- it's one of the highest -- it's like
2 crossing that hold line without clearance from a
3 tower. It's a big one. It makes us what a public
4 use airport is.

5 His other golden rule is that he must make a
6 safe place for noncommercial general aviation
7 users. They pay taxes, too. And the way we check
8 that box at this airport is that we make T-hangars
9 available for noncommercial use general aviation
10 users, period.

11 Folks may not understand. We get ramp checks,
12 too. We get ramp checks, too. And like all other
13 ramp checks, they tell you what they're looking
14 for. They tell you what to expect. They tell you
15 what their expectations are. We know what our
16 rules are. We know what we have to do. If you
17 give one for anyone, you give it all of them.

18 If Mr. Pittman sits back and looks the other
19 way while someone commercializes/monetizes
20 T-hangars when no one else is allowed to do it --
21 we've got four flight schools. Wouldn't everybody
22 love to flip T-hangars here?

23 We've got four repair stations. Wouldn't
24 everybody love to flip T-hangars here? For that
25 matter, anybody could go flip a T-hangar, including

1 the people that are in the T-hangars. Rule number
2 one gobbles up rule number two and we will not have
3 T-hangars as we know it anymore, all right?

4 He has to draw a line. He has to enforce it.
5 It's not optional. The FAA doesn't call it golden
6 rule number one; it's called a prohibition against
7 exclusive rights. Nobody gets a special deal.
8 Nobody gets a secret, spoken, unspecial deal.

9 When you sign a public pledge that you will
10 not use T-hangars for commercial use, you can't go
11 behind it and give somebody a special deal that
12 they can't. All kinds of guidance on this. All
13 kinds of guidance from the FAA.

14 To leave them in the T-hangars tonight and --
15 and overturn Mr. Pittman's decision, you will
16 consciously be saying we are going to leave one
17 company of all the companies at the airport with
18 the exclusive right to flip T-hangars where no one
19 else can.

20 They tell us that we're obligated to make a
21 safe place for noncommercial aeronautical users as
22 well, and the way we do that is we -- we do draw a
23 bright line. We make a safe place around the
24 T-hangars, and we tell the commercial people, don't
25 trespass into the T-hangars.

1 Atlantic Aviation's out of hangar space.
2 Everybody on the east side is out of hangar space.
3 The T-hangar people are out of hangar space. It's
4 very tempting for the commercial folks to get into
5 the T-hangars and flip T-hangars. If one goes in,
6 you might as well leave the gate open because they
7 all have to go in.

8 How do we enforce this? How do we enforce
9 rule number one? We tell commercial operators the
10 rules ahead of time. We tell -- how do we enforce
11 number two? We have a lease policy. We have
12 T-hangar lease terms. We have minimum operating
13 standards.

14 You could be excused if you messed around on
15 our website and never looked at that little note
16 right there what minimum operating standards are.
17 But for commercial operators, it's a big deal.

18 We tell aircraft management services T-hangars
19 or T-hangar-type facilities may not be used for
20 aircraft management services, which they are
21 doing -- which they are doing.

22 And this is the 2020 version of our minimum
23 operating standards. This was on the books before
24 Modern Aero ever existed. Is this a Mr. Pittman
25 rule he's making up on the fly? It's not. It

1 existed before Modern Aero ever existed.

2 And this structure, folks, these aren't rules
3 like don't let your employees park in the grass.
4 These are the rules that make us a public use
5 airport. These are the rules that set up the
6 structure of: Commercial Operators, you play in
7 your own sandbox over here, level playing field,
8 everybody stays over here and you compete with one
9 another fairly. T-hangar Private Users, this is
10 your safe place. The commercial people won't come
11 in there. It's for your use. When your time with
12 your aircraft is over, you're expected to step
13 aside and move on.

14 When a commercial operator goes in there,
15 there will never be an end to that lease. If more
16 commercial operators go in, there will never be
17 ends to those leases. The waiting list that we
18 tell people to patiently wait for, why does it
19 never turn over? This is what causes it to not
20 turn over. It's not fair to them.

21 This isn't Mr. Pittman's rule; this is the FAA
22 rule. In exchange for the opportunity to come into
23 this airport and make money on a runway that --
24 that they didn't pay for, taxpayers paid for, that
25 privilege to come in here and use a public resource

1 to earn your living comes with responsibilities,
2 not just rights, but responsibilities. It comes
3 with citizenship. It comes with airport
4 citizenship that we respect each other's rules and
5 stay in our lanes.

6 The opportunity to come do this, that means
7 the aeronautical service provider Modern Aero
8 agrees to comply with our minimum operating
9 standards, which they're not doing tonight.

10 We have an obligation to enforce the minimum
11 operating standards uniformly with everyone. If --
12 information and belief that someone else is in the
13 hangars doing this, how do we act on their
14 information on belief? Come up to this microphone
15 and tell us who's doing this in the hangars like
16 them. Mr. Pittman will address it. If he'll -- if
17 he'll throw the flag on Modern Aero, he'll throw
18 the flag on them, right? But don't stand back and
19 say, well, we think other people are doing what
20 we're doing. Tell Mr. Pittman who they are and
21 we'll act.

22 The FAA stands by the principle that once
23 minimum operating standards have been established,
24 we must uniformly apply them to all
25 similarly-situated aeronautical service providers.

1 That means if you leave them in, tomorrow three
2 other flight schools, three other repair stations
3 and countless others. The T-hangars will end as we
4 know it.

5 How do we know it's a commercial operation?

6 Well, the owner of Modern Aero says so. This
7 started on September 9th. Mr. Liotta e-mailed
8 Mr. Pittman: Can you confirm that all new hangar
9 leases this year have gone to commercial providers
10 and not to private users? In other words,
11 Mr. Liotta says, I'm commercial, so I get to go to
12 the head of the line. The 200 people on the
13 waiting list, I go in front of them.

14 Mr. Pittman said no. Can you confirm that the
15 new T-hangar project is for them? Mr. Pittman
16 said, No, it's not. He followed up later and said,
17 Confirm that commercial aviation providers will be
18 offered hangar leases ahead of private users.
19 Mr. Pittman said, No, they will not.

20 We don't need a new lease policy. It's
21 already in our policy. If there's a dispute about
22 whether they're operating and exploiting T-hangars
23 in a commercial way, Mr. Liotta put an end to that
24 dispute by saying despite Modern Aero being a
25 commercial aviation provider that currently leases

1 T-hangars from the airport for this exact function.

2 If they're not doing it commercially, why are
3 they lawyered-up and fighting for it? Are they
4 doing charity? Does it matter to them? Is it
5 money to them? Of course it is.

6 Our policies don't need to be changed. They
7 say strictly noncommercial. Here's the promise you
8 have to sign to get into a T-hangar: No commercial
9 aviation activity will conduct -- be conducted
10 utilizing the premises. Aircraft storage is a
11 utilization -- a commercial utilization.

12 That's the promise you had to make to get a
13 T-hangar lease, that you would not monetize it or
14 utilize for commercial purposes. They made this
15 promise three times.

16 The tenant can't sublease or store an aircraft
17 not owned or leased by the tenant. There's no
18 dispute that's what they're doing. Go in the
19 hangars. The aircraft in the hangars, they're all
20 brand new Cirrus aircraft. They're not the ones on
21 the lease. It has all the fingerprints of aircraft
22 management. It is aircraft management unless they
23 deny it, which they haven't and I'm inviting them
24 to on the rebuttal.

25 That in the event the tenant without the

1 written consent of the landlord shall store any
2 aircraft other than the one that's on their lease.
3 Mr. Pittman could just terminate it without notice,
4 but he did give them notice.

5 And why does it matter? Because the airport
6 facilitated Modern Aero's lease of 27,000 square
7 feet of hangar space to do aircraft management in
8 where all the other commercial providers are
9 supposed to be: Out of the T-hangars, on the
10 commercial side of the airport.

11 Are they doing aircraft management? Well,
12 according to their most recent iteration of their
13 website, they are. They have rates for their
14 aircraft that are managed by them. They have rates
15 for aircraft that are not managed by them.

16 What is the air -- what does -- what does the
17 aircraft management minimum operating standards
18 say? One, don't use the T-hangars for it. Two,
19 here's what they must do whether they're in a
20 T-hangar or not: Each person providing services
21 hereunder, and we just saw that they are, shall
22 provide a copy of the management services agreement
23 and the registration for each aircraft under the
24 management to him. They refused to do that.

25 This is the rule that was here before they

1 were born. This is the rule they wanted the
2 privilege of coming into this airport and making
3 money on. That's the requirement to do aircraft
4 management services anywhere on the airport.

5 Mr. Pittman asked them for those documents and
6 their response was, We don't have to answer to you.
7 We don't have to answer to you. We're not giving
8 you no documents. We're not going to give you an
9 answer on what we're doing.

10 Did he tell them to excuse this? He asked,
11 look -- you see this? He doesn't have to ask for
12 these documents. It's the honor system here. If
13 you break the rules, I'm just telling you, you're
14 going to get away with it for a while.

15 He does not have private investigators. He
16 doesn't have people to look around and stare at you
17 with binoculars. It's the honor system here and we
18 rely on the honor system.

19 He doesn't have to ask for these documents,
20 but he asked for them to provide a written
21 response. Who -- who are the people that you're
22 putting in our T-hangars? Who are the owners that
23 you're putting in our T-hangars and what's your
24 relationship with them? To this day, they refuse
25 to answer that.

1 He then followed up and said, Don't ignore my
2 letter of November 13th. Somebody just stood up
3 here and said he never did that. He did it. When
4 they wouldn't -- when they wouldn't respond to his
5 written requests for those four questions, he told
6 them, Don't ignore my letter. Don't ignore my
7 letter.

8 Now look, could we be wrong about everything?
9 We can be wrong about everything. They -- there
10 could be a perfectly innocent explanation for
11 everything they're doing in the T-hangars. There
12 could be a perfectly innocent -- innocent
13 explanation that they're not commercially utilizing
14 the hangars. And he said, I won't take any
15 enforcement action until giving you an opportunity
16 to explain in writing the circumstances.

17 When he gets ramp-checked to protect our
18 opportunity to get federal funds, when he gets
19 ramp-checked, think the FAA says, Where's your
20 backup? Think he's entitled to get an answer in
21 writing other than, They called me on the phone and
22 they gave me an excuse, we just -- I gave them a
23 pass? He gave them an opportunity. They chose not
24 to do it. At some point, folks, you move on. At
25 some point, folks, you move on.

1 And there's this clause: Either party to this
2 agreement may at any time terminate the agreement
3 in advance of expiration date by providing written
4 notification at least 30 days in advance of the
5 proposed cancellation. There's a period at the end
6 of that sentence.

7 The -- the things come to an end. When you've
8 had a chance to explain yourself, when he writes
9 you a letter and says, Tell me you're not doing
10 what it looks like you're doing, and all you do is
11 stare back at him and refuse to do your obligation
12 that he doesn't even have to ask for? At some
13 point you move on, and he moved on.

14 He gave them reasons. The fact that they
15 lease 27,000 square feet, they have a lease
16 agreement that permits them to do aircraft
17 management services there.

18 Let me tell you about the Rule 16 that will
19 come if -- if you overturn Mr. Pittman's decision
20 and leave Modern Aero in the T-hangars. It would
21 come from the other flight schools. It would come
22 from the other repair stations. It would come from
23 the other tenants that aren't allowed to do what
24 they're doing. It would come from people on the
25 waiting list. And it would tell the FAA we can't

1 do what they let Modern Aero do now. We're not
2 allowed to do that.

3 And of all the companies at the airport to
4 have to defend, why we would give a special good
5 guy deal to one company and not the other? The
6 fact that it involves a board member's company
7 would turbocharge that Part 16. We don't want to
8 spend money doing that. I'm not worried about
9 their Part 16.

10 On behalf of all the people on the waiting
11 list, on behalf of all the people that are in the
12 T-hangars and make a public promise and keep the
13 public promise --

14 MR. PITTMAN: Time.

15 MR. ROBERTS: -- not to monetize their
16 opportunity, on behalf of all the commercial users
17 out there who stay in their lanes and don't get
18 into the T-hangars, on behalf of Mr. Pittman who's
19 not your interim executive director, he's your
20 acting executive director and does not get a chance
21 to look the other way, and on behalf of the
22 St. Johns County Airport Authority that I'm proud
23 to advocate for tonight, I ask that one of you make
24 a motion to sustain Mr. Pittman's termination
25 letter, that someone else second the motion to

1 terminate -- to sustain Mr. Pittman's termination
2 letter which ends the Modern Aero's use of those
3 T-hangars effective January 15th, 2025, allowing
4 those T-hangars on January 16th, 2025 to be made
5 available to the next available -- to the next
6 eligible people on the waiting list. Thank you.

7 CHAIRMAN LUDLOW: Thank you, Chad. Now, we do
8 have a five-minute rebuttal with Mr. Morcom.

9 MR. MORCOM: All right. There's a suggestion
10 that there'll be a hypothetical Rule 16 if this is
11 denied. I am -- am -- think the board should be
12 more concerned with the realistic one that would be
13 filed. And it's easy to advise that people are not
14 worried about Rule 16s, but oftentimes I think
15 people get bent over their skis.

16 I think what I heard essentially was that the
17 Authority acknowledges that it has no actual
18 evidence of commercial use of the T-hangars. The
19 only cite to evidence that I could hear was that
20 there's an e-mail where a owner of Modern Aero
21 stated, Shouldn't commercial users be front of the
22 line for leases?

23 Well, they are -- they are a commercial
24 entity. It's a very plausible definition. That
25 absolutely does not prove use of T-hangars for

1 commercial purposes.

2 I will deny that they are selling at the top
3 of the list, that arbitrage, that this is
4 commercial use under the leases. I don't believe
5 it's going to be airport management actually
6 defined under these lease terms. You saw the term
7 airport management, but there was no walking
8 through of what that actually meant. There was no
9 attempt to rebut the timeline.

10 The timeline that matters if you're trying to
11 operate something in a businesslike manner, if I
12 tell you that you don't have to worry about the
13 nasty letter I sent, right, and that we're going to
14 come meet and then -- and then I change it -- and I
15 guess I misstated. Two days before a termination
16 letter went, he said, nevermind, I want it in
17 writing.

18 There have been attempts to have good-faith
19 meetings. There have been good-faith meetings.
20 We've done those in a privileged context. But the
21 idea that this has never been rebutted or denied is
22 not accurate.

23 No one is saying we don't have to answer to
24 anyone else. That's -- that's not what this case
25 is about. There are written contracts where people

1 have legal rights, and if they're terminated in an
2 unlawful manner, there will be consequences. No
3 one wants litigation here, but that's what's going
4 forward right now.

5 The idea that it was suggested that the lease
6 requires that the airport -- I mean, the airplane
7 be listed in the T-hangar lease, well, they went
8 and did audits, right? Was every single airplane
9 in every one of those T-hangars exactly the same
10 one on that T-hangar lease? Was that then enforced
11 uniformly?

12 Well, I'd note that that actual ground for
13 termination wasn't put in the termination letter.
14 And the thing is, is he showed that clause that you
15 could terminate a lease for any reason for 30 days.
16 There's a different provision that says what would
17 happen, how you terminate the lease, it's a
18 termination provision.

19 So you've got two conflicting parts in the
20 lease. And I would suggest to you that you're not
21 going -- it's not going to work as straightforward
22 and there's a reason that in the termination letter
23 that was sent in December that they didn't cite
24 that we can terminate you for any -- any reason for
25 30 days. If so, if they took that position from

1 the very beginning, I wouldn't have talked about
2 the commercial use.

3 They've talked about the commercial use.
4 They've focused on defaults. I would suggest to
5 you that when the -- when the lease is interpreted,
6 if it gets that far, it will require an actual
7 default.

8 Bottom line is this: They got a nasty
9 letter -- which isn't like some kind of awful
10 thing; you get nasty letters sometimes from
11 lawyers -- they reached out and things got off
12 track when they were told they'd have a good-faith
13 meeting and they didn't get one. There have been
14 efforts to get this thing back on track.

15 It -- there are multiple different ways that
16 this could go right now that avoids litigation,
17 right? And if -- if the board feels like
18 eventually it gets put in a corner and it can
19 figure it out, that's fine.

20 But I would just suggest that it's going to be
21 bad public policy to try to make a pivot in how
22 these T-hangars are enforced through what's going
23 to be litigation with one of its -- one of its good
24 tenants.

25 There's a -- there's a better path forward.

1 It won't be quite as quick, but we're -- we've paid
2 all our lease payments. We're not a bad tenant.
3 We're not causing trouble. You saw the president
4 of one of these organizations is a flight
5 instructor out there. We're not causing problems.

6 I would just ask for the -- the board come --
7 would sustain the appeal, revoke the immediate
8 termination, and -- and try to find a path forward
9 with this tenant. It's a quality tenant. I do
10 appreciate everyone's time and I appreciate
11 opposing counsel.

12 CHAIRMAN LUDLOW: Thank you, Mr. Morcom.

13 MR. MORCOM: Thank you, ma'am.

14 CHAIRMAN LUDLOW: Now, I need a -- a first and
15 a second motion before we go to public comment.

16 MR. TUCKER: And before you go to board
17 comment, too.

18 CHAIRMAN LUDLOW: Yeah. Or -- do you do that
19 after public comment?

20 MR. TUCKER: After -- after the motion.

21 CHAIRMAN LUDLOW: Okay. So, and what we --
22 what we would vote on at this time would be to
23 sustain the actions that have been taken and say he
24 was doing the right thing and continue. So --

25 MR. TUCKER: So, the --

1 CHAIRMAN LUDLOW: Jeremiah.

2 MR. TUCKER: -- point of order.

3 CHAIRMAN LUDLOW: Point of order?

4 MR. TUCKER: Jeremiah, would this be a motion
5 to reject the appeal or a motion to accept the
6 appeal or --

7 MR. ROBERTS: A motion to sus- --

8 MR. TUCKER: -- what?

9 MR. BLOCKER: Hold on.

10 MR. ROBERTS: I'm sorry.

11 MR. BLOCKER: I'll handle it.

12 MR. ROBERTS: I'm sorry.

13 MR. BLOCKER: So it would -- it would be a
14 motion to either deny or grant the appeal, and then
15 a follow-up to sustain the actions of the executive
16 director.

17 MR. TUCKER: Okay. All right. So actually
18 two motions. You can't wrap it into one.

19 MR. BLOCKER: You -- you could wrap it into
20 one for these purposes.

21 MR. TUCKER: Okay.

22 CHAIRMAN LUDLOW: And I need a -- two motions
23 before public comment, right?

24 MR. BLOCKER: So you would need a motion and a
25 second.

1 CHAIRMAN LUDLOW: That's what I meant. I need
2 a motion and a second before public comment.

3 MR. TUCKER: So I move that we reject the
4 appeal and sustain the executive director's process
5 coming in.

6 CHAIRMAN LUDLOW: Okay. Do I hear a second?
7 I can second. So we have first and a second.

8 MR. TUCKER: So now we have comments.

9 CHAIRMAN LUDLOW: And now we have public
10 comment.

11 MR. TUCKER: Actually board comment first.

12 MS. MARTIN: Board.

13 CHAIRMAN LUDLOW: We just had board comment.
14 Public comment, would anybody like to -- we can
15 have it when they come back.

16 MR. RIERA: Go ahead, Sacha.

17 CHAIRMAN LUDLOW: Stand up, please. State
18 your name and address.

19 MS. MARTIN: I need a lift. Sacha Martin,
20 133 Coastal Hollow Circle.

21 I can't tell you how many times over the last
22 few years that I've heard tenants of the airport,
23 and of course a lot of the SAAPA members, say that
24 they want a report on what is actually happening in
25 the T-hangars.

1 For example, they say, We know that this
2 T-hangar has got RVs in it and that T-hangar is
3 storing lumber. And they said, That's not right
4 because we have people who really want to use these
5 hangars for aircraft purposes and that's -- that's
6 what should be in there.

7 So, as a result, Courtney took up the
8 initiative to do a survey of what was actually in
9 the hangars. And he can maybe talk about that
10 results of that survey, but that's what started
11 this whole process. And I'm sure that it generated
12 a look into the hangars being used by Modern Aero.

13 So, he was trying to make a level operating
14 program be effective in our airport, and I -- I'm
15 guessing, but I'm thinking that it's because of the
16 survey that started as a result of complaints of
17 other tenants seeing that the hangars being used
18 for other than their rightful purposes that started
19 this whole process and ended up where we are today.

20 CHAIRMAN LUDLOW: Thank you, Sacha. Public
21 comment? Jose?

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

23 I heard the comment about litigation, if you
24 guys don't approve or whatever -- whatever action,
25 there's going to be litigation, Part 16. Seems to

1 me like that is a gun being held against the board.

2 So, I -- you know, I'm one of the tenants.
3 I'm waiting for a hangar to be used. I represent
4 the local pilots here. And so, we had Part 16
5 litigation a while back for a different reason.
6 Now this one for something.

7 Don't let the board be held with the gun to
8 your head. This is crazy. I think, you know, we
9 need to make the right steps to make the airport to
10 be used for what it's supposed to be based on the
11 FAA guidelines. So that's my comment.

12 CHAIRMAN LUDLOW: Thank you, Jose. Anyone
13 else? Oh, sorry. Oops, sorry. You're next. Good
14 evening.

15 MR. COURTLAND: Gary Courtland, 317 Vale.

16 I was on the waiting list here for a hangar in
17 St. Augustine for five and a half years before I
18 finally got my hangar.

19 There are a lot of other pilots who are on the
20 waiting list as well. And the idea that anybody
21 can jump the line and push everybody back further
22 after waiting years and years to get a hangar
23 really really ticks me off, and I'm sure it would
24 tick off every member of the public.

25 I echo Jose's comment: Don't let yourself be

1 blackmailed. During the rebuttal, I didn't hear
2 actually rebuttal of the facts. If in fact there
3 is commercial use in those hangars, it's not a
4 matter of let's get together and work something
5 out; they're violating the agreement.

6 Now I'm not familiar with all of the facts, I
7 haven't seen all the stuff, but based on what I've
8 heard tonight, I would say terminate them. Deny
9 the appeal and terminate them. That's my comments.
10 Thank you.

11 CHAIRMAN LUDLOW: Thank you. Next, Jaime?
12 Jaime tried to get up three times.

13 MR. TOPP: That's all right. Jaime Topp,
14 6119 Old Dixie Drive, St. Augustine.

15 I think the thing that comes from this tonight
16 more than anything is the fact that, just like the
17 commercial lease that was redone, these leases need
18 to be reviewed whether you agree to accept the
19 appeal or not, whatever happens. And I also agree
20 we shouldn't be held with a gun to our head for
21 Part 16.

22 But I think one of the things that the board
23 needs to do subsequent to this is to work with the
24 executive director and counsel and get the
25 leases -- take the ambiguity out of the -- out of

1 the leases and make sure that they go with the
2 grant assurances.

3 Because the last thing you need is, if it does
4 go in the Part 16, to have the FAA look at the
5 leases and find the ambiguity. And also, I know
6 that you've put out 43 of these letters, or 42, I
7 don't know the number, and you need to act on that
8 and get it done.

9 But whatever you do, the big thing is, is you
10 need to get these leases straightened out so this
11 doesn't happen again. And then make everybody
12 adhere to it, especially those people that are
13 breaking the FAA grant assurances, like having
14 hot tubs in their -- in their T-hangar, whatever.
15 You just need to take care of it. That's it.

16 CHAIRMAN LUDLOW: Thank you, Jaime. Any other
17 public comment?

18 MR. LIOTTA: Matt Liotta, 4640 Palm Valley.

19 Seems like I'm the most relevant person to
20 make a public comment, as one of the owners of
21 Modern Aero.

22 I'll state for the record we don't do any
23 commercial activities in T-hangars, period. We
24 rebut that. Chad knows we rebut that. He just
25 decided to make statements that were false. Even

1 Mr. Blocker knows some of the statements that he
2 made here were false, and I hope his ethics apply
3 here --

4 CHAIRMAN LUDLOW: Okay.

5 MR. LIOTTA: -- and he does something about
6 it.

7 CHAIRMAN LUDLOW: Decorum.

8 MR. LIOTTA: Regardless, I can tell you that
9 when we got our first T-hangar, R-7, Jim Lawson was
10 on the hangar waiting list like so many other
11 people, for years.

12 And he came up for that T-hangar and he was an
13 owner of Modern Aero, and Ed Wuellner, who was the
14 executive director at the time, they spoke, and
15 they said, Hey, can we use this for storing an
16 aircraft for Modern Aero? Ed Wuellner said, Yes,
17 but you can only store the aircraft there and you
18 need to move it to your commercial ramp for any of
19 your other activities. We agreed to store an
20 aircraft owned by Modern Aero. Nobody jumped the
21 line. We did exactly what executive director
22 Ed Wuellner said to do.

23 When Kevin Harvey became executive director,
24 he knew what we were doing because he was there
25 when Wuellner was here. When Jaime Topp became

1 executive director, he knew what we were doing.
2 Heck, he was a customer of ours. And Courtney,
3 Mr. Pittman, worked under Jaime.

4 They've always known what we've done and
5 nobody complained. And to the extent that what we
6 are doing shouldn't be what is allowed at the
7 airport, then change the rules and we'll abide by
8 the rules.

9 That's all that we ask, is transparency.
10 We're not holding a gun to their head to stop them
11 from terminating us. We're holding a gun to their
12 head to comply with their own rules and not
13 retaliate against people.

14 And you guys get to see in every public
15 meeting how Ms. Ludlow treats my wife. Not with
16 the respect of another board member, but with
17 someone who has a personal grudge, and that is just
18 terrible.

19 CHAIRMAN LUDLOW: Boy, can I get up and talk?
20 I guess not. Sorry. Any other public comment?

21 (None.)

22 CHAIRMAN LUDLOW: Okay. Thank you.

23 Then we have a motion and a second --

24 MR. TUCKER: Point of order. Don't we have
25 board discussion on this issue?

1 CHAIRMAN LUDLOW: I was just going to say
2 board discussion.

3 MR. TUCKER: Okay.

4 CHAIRMAN LUDLOW: We have board discussion.

5 MR. BLOCKER: Through the chair, yes, ma'am.

6 CHAIRMAN LUDLOW: Yes. Board -- board
7 discussion. Yes, would you like to discuss?

8 MR. TUCKER: Yeah.

9 CHAIRMAN LUDLOW: Okay.

10 MR. TUCKER: I have several questions, some of
11 which I've got to direct to counsel.

12 And I understand his situation with R-7, and
13 that to me that seems like that's probably a viable
14 alternative because I know that if a company -- if
15 you are the owner of the company, you can store a
16 company aircraft in your hangar. So I don't think
17 that's really the issue, although I don't know
18 whether -- well, I guess you'd transfer it to the
19 company, but that's -- that's neither here nor
20 there.

21 But that doesn't account for the other
22 hangars. Did you have a similar situation with
23 B-11 and M-13 where it was actually the person that
24 came up on the list that was an owner in
25 Modern Aero and they wanted to store a Modern Aero

1 aircraft there? Does -- do we know that?

2 MR. ROBERTS: I want to be careful because I
3 don't want to reopen -- you know, Mr. Morcom played
4 by the rules and I don't want to, like, reopen
5 the -- the debate on the record that's before the
6 case.

7 But I think what's stipulated is that the
8 aircraft on the lease agreements are not the
9 aircraft in the hangars. As of today, the aircraft
10 in the hangars are not owned by Modern Aero, at
11 least our last survey.

12 MR. TUCKER: Okay. I -- I need to be more
13 specific than that.

14 The lease agreement is written with somebody.
15 Is that lease agreement that's with Modern Aero I
16 assume on B-11 and M-13, was that person that had
17 come up on the list a owner of Modern Aero?

18 MR. ROBERTS: Okay. So, Mr. Swain for B-11
19 came up next on the list. He didn't own an
20 aircraft. There came to be some -- according to
21 their appeal, an arrangement where there would be
22 some sharing or whatever. It's really kind of --
23 I'll just leave it at that.

24 MR. TUCKER: Uh-huh.

25 MR. ROBERTS: And then the last attempt to own

1 the fourth hangar -- I -- I don't want to open
2 up --

3 MR. TUCKER: Okay.

4 MR. ROBERTS: It's not fair to them to really
5 open it up.

6 MR. TUCKER: Okay.

7 MR. ROBERTS: It -- it's kind of all in the
8 record, and I just would like, in fairness to them,
9 to let the written record be what it is and to make
10 the decision on that. We -- we have to have some
11 cutoff for argument or else --

12 MR. TUCKER: Okay. Well, I understand that.

13 MR. ROBERTS: -- we'll be here --

14 MR. TUCKER: And there's various ways that
15 those can be circumvented and I think we need to
16 ferret those out.

17 The concern that I have, of course, is that
18 there was a lot of stipulation in a lot of the
19 policies that you couldn't have what was not a
20 commercial lease in the aircraft. If you were
21 leasing an aircraft, it had to be leased to you
22 exclusively.

23 And so, if Mr. Swain come up on that lease, I
24 don't see how Modern Aero in any circumstances
25 could be on there unless he was an owner of

1 Modern Aero. So in that particular case, for B-11,
2 I would say that's a no -- a nonstarter. R-7, I
3 would concede to them. M-13 is an unknown at this
4 point in time.

5 I don't know what the other one is, so I --
6 there's a lot of questions there that I think have
7 to be ferreted out. It does require some meeting
8 of the minds in order to get this together to say
9 which is going to be allowed and which isn't going
10 to be allowed, but I would concede R-7 to them.

11 Also, there was some discussion on
12 discrimination. In my reading of the
13 discrimination clauses in the grant assurances says
14 that you can't discriminate on the base of race,
15 sex, national origin, and all those common factors.
16 What protected class is Modern Aero claiming
17 they're in?

18 MR. ROBERTS: So that word discrimination is
19 in a different context.

20 In this context, the way the FAA contemplates
21 that is that discriminate in the traditional choice
22 of to make a choice, like you're -- you have a
23 discriminating taste in something.

24 So you discriminate for any reason, for any
25 reason, to unfairly prejudice someone. So

1 basically our airport's open to anyone to come in
2 and use it, and -- and basically in that context,
3 it's not the civil rights kind of discrimination
4 context, if that's a --

5 MR. TUCKER: Okay. Thank you.

6 And going back to the 30-day clause, now as I
7 understand the lease agreement, of course you can
8 terminate a lease for the breach of something in a
9 lease specifically. When that occurs, that's
10 immediate termination. It's not like you get 30
11 days to solve the breach. You're in breach, the
12 lease is terminated.

13 The 30-day clause, as I understand it, was for
14 no reason and is valid at any point in time.
15 Any -- they can terminate the lease on their side
16 in 30 days. We can terminate the lease on our side
17 in 30 days.

18 MR. ROBERTS: Correct.

19 MR. TUCKER: It doesn't require a specific
20 reason.

21 MR. ROBERTS: Correct.

22 MR. TUCKER: Okay.

23 MR. ROBERTS: You just can't do it for an
24 improper reason. You can't do it arbitrarily or
25 capriciously for -- for that, or you can't do it to

1 retaliate against somebody, for example.

2 So, it -- there -- that's why Mr. Pittman put
3 the reasons for the termination in his termination
4 letter. A lot of these questions are the same
5 questions that Mr. Pittman had --

6 MR. TUCKER: Okay.

7 MR. ROBERTS: -- and we just don't know the
8 answers to them.

9 MR. TUCKER: In preparing for some of this, I
10 also read the policy documents, and it came to
11 light since I happen to have been here on the
12 airport longer I think than most other people, that
13 in October of 2017 and -- through December 2017,
14 the board had a whole set of policies for leasing
15 T-hangars that was passed by the board.

16 I don't see those anywhere. Somewhere along
17 the line between 2017 and now, they've gone
18 missing. And I'm going to contact Doug Burnett and
19 see if I can get a copy from him, who was the
20 attorney of record at the time. But there was a --
21 I mean, I can tell you I was intimately involved
22 with Doug Burnett trying to modify some of those
23 policies and he spent a lot of time on it.

24 So where those policies are at this point in
25 time, I would like to find out because they were

1 passed by the board. They were advertised. Cindy
2 used them in several instances distributing them to
3 people telling them, here's what the lease policies
4 are. I just don't have a copy right in front of me
5 and I'd like to find them and get that fixed.

6 MR. ROBERTS: All I can speak to that is, as
7 long as I've been involved with the airport, it has
8 always been published on the website, the published
9 website. We have a lease manual on the website.
10 We have minimum operating standards, which is
11 Chapter 9.

12 MR. TUCKER: I can tell you in 2017,
13 publishing stuff, including even the minutes and
14 the agenda, was haphazard.

15 MR. ROBERTS: Okay.

16 CHAIRMAN LUDLOW: Okay. So any other?

17 MR. TUCKER: That's all the comment.

18 CHAIRMAN LUDLOW: Any other comments or -- or
19 questions for the attorneys or anybody?

20 (None.)

21 THE COURT: As a -- as the chairman, I will
22 refrain from speaking my mind.

23 So, we have a first and a second. So what we
24 need to vote on at this time is that -- you go
25 ahead and say that for me.

1 MR. BLOCKER: Yes, ma'am. It's either -- to
2 either grant or deny the appeal --

3 MR. TUCKER: I made a motion to deny the
4 appeal and affirm Mr. --

5 MR. BLOCKER: Correct.

6 MR. TUCKER: -- the executive director's
7 actions.

8 CHAIRMAN LUDLOW: You need a second?

9 MR. BLOCKER: You seconded it.

10 MR. TUCKER: You seconded it.

11 CHAIRMAN LUDLOW: Oh, okay. Yes, I seconded.
12 I did. I seconded.

13 All right. So it has passed that we did hear
14 the appeal, we did all of our FAA instructions, we
15 listened to it, we heard both sides, and we made a
16 decision that the executive director can continue
17 on the rightful --

18 MR. BLOCKER: Madam -- Madam Chair --

19 CHAIRMAN LUDLOW: I can't do that.

20 MR. BLOCKER: You will have to vote.

21 CHAIRMAN LUDLOW: We have to vote first? Oh,
22 of course they would have to vote first. So --

23 MR. CLARKE: You want any board comments?

24 CHAIRMAN LUDLOW: Any more board comments?

25 MR. CLARKE: Yeah, I -- I'd like to say

1 something.

2 I -- this is very troubling to me, and it
3 points to a much larger problem with the Authority,
4 and that is that we have not invested adequately in
5 aviation assets, that being corporate hangars,
6 T-hangars, commercial hangars.

7 And, you know, we're -- the discussion that we
8 had prior to this about the development of the east
9 side of Runway 13/31 is -- is all the more
10 important now. So the faster that we can develop
11 that land over there, make more land available so
12 that our existing tenants can expand their
13 operations or we can attract new tenants, we have
14 plans to build a parallel runway, and that will
15 allow us sufficient space to build more T-hangar
16 buildings.

17 Both Mr. Courtland's comments, the waiting
18 five and a half years on a waiting list, are very
19 telling. Mr. Topp's comments about needing to take
20 the ambiguity out of leases, they're spot on,
21 because we have conflicting demands for very
22 limited resources.

23 And so, you know, I -- I'm -- I favor
24 upholding the executive director's decision, but
25 also moving forward as fast as we can to expand the

1 footprint and the capacity of this airport, which
2 has been under -- underinvested in for years, 60
3 years.

4 We have 300 people waiting -- on the waiting
5 list, and if it were up to me, I'd like to
6 accommodate every single one of them, that is, the
7 people waiting for T-hangars. So -- but it's --
8 you know, this is just a symptom of that malady
9 that we've been suffering through.

10 CHAIRMAN LUDLOW: Thank you.

11 MR. CLARKE: That's all I have to say.

12 CHAIRMAN LUDLOW: Anything other comments?

13 MR. TUCKER: Yeah. I -- I am troubled,
14 though, by R-7, because R-7 in my opinion was a
15 legitimate move on their part. The guy was on the
16 hangar waiting list. It came up. He is an owner
17 of Modern Aero, and as such should be allowed to
18 have his aircraft in there. And, I don't know, I'm
19 kind of in the realm that maybe I should make an
20 amendment here to -- to grant their --

21 (Phone interruption.)

22 MR. TUCKER: -- grant their appeal on R-7.

23 MR. ROBERTS: Can I -- if I could speak to
24 that.

25 MR. TUCKER: Okay. Go ahead.

1 MR. ROBERTS: It could be the case that the
2 initial lease was appropriate.

3 CHAIRMAN LUDLOW: But you wouldn't deny the
4 whole thing.

5 MR. ROBERTS: It could be -- it could be the
6 case. It's what's transitioned in the meantime.

7 And you can have a legitimate initial use and
8 then subsequently begin a new use. That's why the
9 golden rule is: The aircraft on the lease needs to
10 be the aircraft in the hangar.

11 The aircraft in the hangar is not the aircraft
12 on the lease. The aircraft in the hangar is not
13 owned by Modern Aero anymore, right? Could have
14 been years ago. But if -- if the use evolves in a
15 noncompliant way --

16 MR. TUCKER: I agree. And that's a different
17 point. If the -- if the --

18 MR. ROBERTS: So their --

19 MR. TUCKER: -- owner of the aircraft has
20 changed, then it's a moot point.

21 MR. ROBERTS: Because Mr. Pittman asked
22 specifically what the circumstances were for R-7.
23 That was question number one. They didn't answer
24 it, so we don't know.

25 Questions -- question two and three is: But

1 what are you doing now, right? What are you doing
2 now? And all Mr. Pittman knows is that the brand
3 new Cirrus in R-7 now is not the aircraft on the
4 lease, it is not owned by Modern Aero, and as best
5 as we can tell, it's not owned by anybody that was
6 ever on the waiting list. That's the bottom line.

7 MR. TUCKER: Yeah. Okay. Well, in that case,
8 that is a different circumstance, then. Okay.

9 CHAIRMAN LUDLOW: Any other board comment?
10 Board comment?

11 (None.)

12 CHAIRMAN LUDLOW: Okay. I have no other board
13 comment, so to vote to deny the appeal, then
14 Michelle Cash-Chapman?

15 MS. CASH-CHAPMAN: I vote to reject the appeal
16 and sustain the executive director's.

17 CHAIRMAN LUDLOW: I'm sorry, I can't hear you.

18 MS. CASH-CHAPMAN: I vote to reject the appeal
19 and sustain the executive director's initial
20 termination.

21 CHAIRMAN LUDLOW: Reject the appeal --

22 MR. TUCKER: You vote yes or no.

23 CHAIRMAN LUDLOW: Yes, right.

24 MS. CASH-CHAPMAN: Yes.

25 CHAIRMAN LUDLOW: You vote yes to do the

1 appeal, to -- okay. Dennis Clarke?

2 MR. CLARKE: Yes.

3 CHAIRMAN LUDLOW: Yes. Jennifer Liotta?

4 MR. TUCKER: Can't vote.

5 CHAIRMAN LUDLOW: Can't vote. Oh, okay.

6 MS. LIOTTA: I think it's pretty clear, for
7 reasons previously discussed, I'm not voting.

8 CHAIRMAN LUDLOW: Len Tucker?

9 MR. TUCKER: Yes.

10 CHAIRMAN LUDLOW: Reba Ludlow? Yes. So this
11 passes with four yeses --

12 MR. TUCKER: One abstention.

13 CHAIRMAN LUDLOW: -- and one abstain. Thank
14 you.

15 We have that behind us. Now we have -- we're
16 way -- we're running way late and I'm getting ready
17 to maybe cut some of these things off. So we still
18 have Rivkin hangar, Solano, and Rooms To Go. So
19 any of that we can discard?

20 MR. TUCKER: If there -- I would suggest if
21 there's any of those that some member feels is
22 going to run more than about five minutes, we need
23 to probably defer.

24 CHAIRMAN LUDLOW: Courtney?

25 MR. PITTMAN: Madam Chair, the only thing that

1 is time critical is the Rivkin. Everything else
2 was just information purposes only. Rivkin was
3 just a presentation to vote for a one-year
4 extension. Everything else on there was just
5 information purposes.

6 CHAIRMAN LUDLOW: Okay. Great. So we will --

7 MR. CLARKE: Mr. Booth is here representing
8 Mr. Solano.

9 CHAIRMAN LUDLOW: Do you want us to say
10 anything about Solano?

11 MR. BOOTH: Is that the next matter?

12 CHAIRMAN LUDLOW: No, Rivkin is next, but we
13 were thinking about not doing Solano.

14 MR. BOOTH: One -- one minute is all I need.

15 CHAIRMAN LUDLOW: Okay.

16 MR. TUCKER: Okay. Yeah.

17 CHAIRMAN LUDLOW: All right. Thank you.

18 RIVKIN HANGAR LEASE EXTENSION

19 CHAIRMAN LUDLOW: All right. So on the Rivkin
20 hangar, who's going to speak on that? Okay.

21 MR. PITTMAN: I will, ma'am. And for the sake
22 of time, I'll save my speech.

23 So what we're trying to do with the Rivkin
24 hangar is just do a one-year extension with no
25 promises of any other further extensions.

1 Mr. -- Mr. Rivkin has been a good tenant. He
2 applied for the extension of the -- the lease, and
3 we just want to recommend to the board to have said
4 recommendation, and then at the end of his time,
5 we'll do an appraisal and that hangar will come
6 back on the market.

7 CHAIRMAN LUDLOW: I got it. Thank you.

8 MR. TUCKER: Madam Chair, I move to approve
9 it.

10 MR. CLARKE: I'll second.

11 CHAIRMAN LUDLOW: Okay. I have a first and
12 second motion. So we can vote and --

13 MR. TUCKER: Public comment before we vote.

14 CHAIRMAN LUDLOW: You're right. So we have
15 first and second. So we have public comment. Do
16 we have any public comment? Not you yet.

17 (None.)

18 CHAIRMAN LUDLOW: Okay. So back to the board.
19 Then we need to vote. Michelle Cash-Chapman?

20 MS. CASH-CHAPMAN: I vote yes.

21 CHAIRMAN LUDLOW: So -- so, what happened is
22 that his -- the appraisal was coming up, and we
23 didn't get the appraisal before the lease ran out
24 so we needed to extend his lease. It wasn't his
25 priority fault, you know? Okay. Michelle?

1 MS. CASH-CHAPMAN: Aye.

2 CHAIRMAN LUDLOW: Yes. Dennis?

3 MR. CLARKE: Aye.

4 CHAIRMAN LUDLOW: Aye. Jennifer Liotta?

5 MS. LIOTTA: Aye.

6 CHAIRMAN LUDLOW: Len Tucker?

7 MR. TUCKER: Aye.

8 CHAIRMAN LUDLOW: Reba Ludlow? Aye. So we
9 vote unanimously that that was the right thing to
10 do for Jerry Rivkin.

11 SOLANO HANGAR CONSTRUCTION PROJECT

12 CHAIRMAN LUDLOW: So we're going to do a
13 quick -- can we do a quick Solano since --

14 MR. PITTMAN: Absolutely.

15 CHAIRMAN LUDLOW: -- Ed's here?

16 MR. PITTMAN: Absolutely. You can go.

17 CHAIRMAN LUDLOW: So this is Ed Booth and he
18 is Solano's attorney, and he came from
19 Jacksonville, so we should at least listen.

20 MR. BOOTH: Ed Booth, Marks Gray Law Firm,
21 1200 Riverplace Boulevard, Jacksonville, Florida.
22 32207.

23 As the board knows, I have represented
24 Mr. Solano for several years now. He is an eager
25 investor in this airport. At the time he was given

1 the go-ahead to develop the certain parcel as part
2 of the long-term land lease, he was number one on
3 the list apparently.

4 There appears to be some other options that
5 had been suggested by airport management. We are
6 studying those, we're ready to move forward, and I
7 appreciate Mr. Pittman's diligence on this.

8 And I'll be prepared to answer any questions
9 in the future about this, but just to assure the
10 board that Mr. Solano, long-term member of this
11 airport, is ready to get started with the next
12 project for the storage of his airplane.

13 CHAIRMAN LUDLOW: Yes, and we agree. And
14 thank you, so much, Ed, for coming down.

15 MR. BOOTH: Thank you, and --

16 MS. LIOTTA: I have --

17 MR. BOOTH: -- congratulations on your
18 reelection.

19 CHAIRMAN LUDLOW: Thank you.

20 MS. LIOTTA: Mr. Booth, I have one question
21 if --

22 MR. BOOTH: Yes.

23 MS. LIOTTA: -- that's okay.

24 So is -- I guess the -- what happened was
25 Mr. Solano was ready, willing, and able to build

1 the hangar himself and airport staff has suggested
2 other paths, or did Mr. Solano decide he did not
3 want to move forward with the land lease and the --
4 and paying for the hangar build himself?

5 MR. BOOTH: He wanted to move forward.

6 Mr. Solano is about 75 years old, and a
7 30-year land lease, you know, not stating the
8 obvious, but may not make a lot of sense given his
9 age, and it may make more sense and be more
10 advantageous to the airport for the airport to
11 build the structure and lease it to him on a lease
12 that would expire sooner than a 30-year land lease
13 would.

14 And the airport would profit more from that
15 than having the land tied up. It gives the airport
16 control. And I think it has more advantages for
17 you than it probably does for Mr. Solano. But
18 that -- that was the reasoning in him shifting
19 gears a little bit. I hope that --

20 MS. LIOTTA: Thank you.

21 MR. BOOTH: -- was the information you needed.

22 CHAIRMAN LUDLOW: Thank you.

23 MR. TUCKER: I -- I would like to suggest a
24 slight shift in our process here.

25 I would like to go ahead and approve

1 Mr. Pittman to move forward on negotiating the
2 final negotiation with the lease, even though all
3 the figures aren't in yet, and then bring those
4 figures back to us when they are finalized for our
5 final approval. And I think that that would make
6 it a little farther down the road than us seeing
7 what he's got and then presenting it to Mr. Solano.

8 MR. BOOTH: Are you suggesting a lease where
9 the airport builds the hangar --

10 MR. TUCKER: Yes.

11 MR. BOOTH: -- and Mr. Solano --

12 MR. TUCKER: Yeah, where we --

13 MR. BOOTH: -- pays a rate with --

14 MR. TUCKER: Where we find financing,
15 Mr. Solano's payments would cover all of that
16 financing so that he basically is still bearing the
17 cost of the hangar, but not on the terms of a
18 30-year process, but on the terms of a 10- or
19 15-year, which would probably make more sense to
20 him.

21 MR. BOOTH: Exactly. We're ready to move
22 forward in that direction.

23 MR. TUCKER: Yeah, because I'd like to -- I
24 just think waiting and waiting and waiting, it
25 just -- it's driving me nuts. We need to move

1 forward.

2 So I'd like to make a motion that we authorize
3 the executive director to get all the figures
4 together, present them to him so that the airport's
5 covered with -- with the payments, and then bring
6 the deal back to us once that negotiation phase has
7 been more or less completed so we can then, rather
8 than sort of doing it the other way around, which
9 is what we've done in the past.

10 MR. BOOTH: I think that's an excellent idea.

11 MR. CLARKE: I'll second it.

12 CHAIRMAN LUDLOW: Okay. So we have a motion
13 and a second, and thank goodness, because then they
14 will work it out, then otherwise we have another
15 month, another month, and another month. So very
16 good. Good thing you came.

17 MR. CLARKE: Public comment.

18 CHAIRMAN LUDLOW: Public -- okay. Thank you.

19 MS. LIOTTA: I think we need board discussion.

20 MR. BOOTH: I think you need to vote on it and
21 discuss.

22 MR. TUCKER: Yeah.

23 CHAIRMAN LUDLOW: Okay.

24 MR. BOOTH: You need to get public comment.

25 CHAIRMAN LUDLOW: Thank you.

1 MR. TUCKER: Yeah, it was a motion, so now
2 would be board discussion and public comments.

3 CHAIRMAN LUDLOW: Okay. I thought we had a
4 first and second motion, public comment, and
5 then -- public comment and then board discussion.

6 MR. BLOCKER: Yes, ma'am. So the way it's on
7 the agenda, the way it's normally -- so we will --
8 and there's been a motion and a second, so we'll
9 have -- the board can discuss --

10 CHAIRMAN LUDLOW: Uh-huh.

11 MR. BLOCKER: -- among themselves, then you'll
12 open up to public comment for a final vote.

13 CHAIRMAN LUDLOW: Okay.

14 MR. TUCKER: Yeah, board discussion before
15 public comment.

16 CHAIRMAN LUDLOW: Thank you, Ed. So is there
17 any board discussion?

18 MS. LIOTTA: I -- I guess.

19 CHAIRMAN LUDLOW: You're recognized.

20 MS. LIOTTA: Thank you.

21 Just as far as a process, I don't think we've
22 ever really quite done it this way, so I -- I think
23 there's some good merit to it. I just want to
24 understand kind of what we're directing staff to do
25 and approving.

1 So, as I understand it, the idea would be that
2 staff can work on putting together terms for an
3 arrangement that would start soon so that he starts
4 making payments before -- to support the -- the
5 airport's building of the hangar facility, but the
6 airport designs and builds it, if I understand what
7 you're getting --

8 MR. TUCKER: Yes, but --

9 MS. LIOTTA: -- looking for, Mr. Tucker. And
10 that makes -- that makes sense to me. My concern
11 is financing.

12 MR. TUCKER: Uh-huh.

13 MS. LIOTTA: So that I think maybe -- maybe
14 some clarification that do we want staff to also
15 figure out if that is something that can be
16 financed.

17 MR. TUCKER: Uh-huh.

18 MS. LIOTTA: Not just -- not just make the
19 terms with Mr. Solano, but also verify that those
20 terms can be --

21 MR. TUCKER: Financed.

22 MS. LIOTTA: -- underwritten by a bank or what
23 are our options for that. And that may avoid some
24 issues where we approve something that we can't
25 then get --

1 MR. TUCKER: Correct.

2 MS. LIOTTA: -- get financed.

3 MR. TUCKER: No, I don't think there's any
4 way -- I'm sorry. Can I, Madam Chair?

5 CHAIRMAN LUDLOW: Go ahead. Yes. I'm waiting
6 on Courtney.

7 MR. TUCKER: I don't think there's any way the
8 airport can afford to build this with our
9 resources. We have to have financing in place.

10 MS. LIOTTA: Yeah.

11 MR. TUCKER: And so, you know, there's banks
12 out there I'm sure that are willing to lend money
13 on a hangar structure --

14 CHAIRMAN LUDLOW: Thank you.

15 MR. TUCKER: -- like this. So, you know, I
16 don't think that part is going to ultimately be the
17 thing that fails. But if it does, it does, and if
18 it can't move forward because of that, then we
19 tried --

20 MS. LIOTTA: Yeah, I'm just thinking --

21 MR. TUCKER: -- and we can't do it.

22 MS. LIOTTA: I'm just thinking that by an
23 agreement with --

24 MR. TUCKER: I don't --

25 MS. LIOTTA: -- with a -- with a future

1 tenant --

2 MR. TUCKER: Yeah, I don't --

3 MS. LIOTTA: -- might affect rates.

4 MR. TUCKER: I don't -- I want it to come back
5 to us for final approval and I don't want to see us
6 on the hook for the financing -- I mean, on the
7 hook of doing all the financing ourselves. It's
8 got to be outsourced financing.

9 MS. LIOTTA: I agree. Yeah, we don't have the
10 cash flow.

11 CHAIRMAN LUDLOW: Okay. Any other board
12 comment?

13 (None.)

14 CHAIRMAN LUDLOW: So we don't need to vote on
15 that?

16 MR. TUCKER: Yeah.

17 MR. BLOCKER: Yes.

18 CHAIRMAN LUDLOW: We do. You made a motion?

19 MR. PITTMAN: Yes.

20 CHAIRMAN LUDLOW: Did I hear a second?

21 MR. TUCKER: Yeah, you did.

22 CHAIRMAN LUDLOW: I did, I heard a first and
23 second. We had board comment.

24 MR. TUCKER: Public comment.

25 CHAIRMAN LUDLOW: Public comment.

1 MR. CLARKE: Public comment.

2 CHAIRMAN LUDLOW: Reid?

3 MR. DEPUTY: Reid Deputy, 1089 Santa Cruz
4 Street.

5 Just for clarification, Mr. Solano is an
6 existing tenant at the airport?

7 CHAIRMAN LUDLOW: Yes.

8 MR. DEPUTY: And does he control more than one
9 hangar?

10 CHAIRMAN LUDLOW: Yes.

11 MR. DEPUTY: Okay. And what is being proposed
12 by in this motion, is this going to be a
13 design-build or how are you guys going to go
14 under -- be able to understand what you're going
15 out to get something to bid against?

16 CHAIRMAN LUDLOW: Comment?

17 MR. PITTMAN: Yes, ma'am. Madam Chair --

18 CHAIRMAN LUDLOW: Thank you.

19 MR. PITTMAN: -- yes, this would be a build
20 and design hangar, yes. We already have the specs.
21 We're in negot- -- so some of the things that were
22 brought up earlier we have already started.

23 We already looked into financing. We've
24 already talked to Mr. Solano about two months ago
25 about this idea because he was concerned with, as

1 his attorney said earlier, the length of said
2 lease. So we already looked into financing.

3 It was a build to spec. We already talked to
4 engineers and so forth. We're just -- we working
5 on a few details. We've been waiting on a land
6 appraisal to come back. We had an appraiser come
7 up from Miami -- he's very busy; he's one of the
8 top appraisers in the -- in Florida -- came up and
9 did an appraisal on the land. We're just waiting
10 on his report to come back. It should be coming
11 back any day now and we'd be able -- preparing to
12 move forward.

13 If my -- if my image hadn't have went out from
14 the computer, I'd be able to show you one of the
15 drawings for said hangar. But feel free to go on
16 the website and look at the agenda, you can see one
17 of the pictures for the proposed hangar.

18 MR. DEPUTY: Quickly in follow-up.

19 For those hangars that he does control and has
20 been under lease, when -- at the conclusion and in
21 receipt of this new facility, would he be giving up
22 those existing ones?

23 MR. PITTMAN: Great question.

24 CHAIRMAN LUDLOW: That's to be determined.

25 MR. PITTMAN: So, Mr. Solano, he did not put

1 anything in writing. I've got his attorney here
2 making eye contact with me, but him and I talked
3 about it. So I'm not -- he didn't -- nothing was
4 put in writing. So for a military person, if it
5 ain't in writing, it don't mean. So I'll let him
6 tell you.

7 MR. BOOTH: It was on the record a year or two
8 ago before this committee that one of the
9 inducements for giving him a long-term land lease
10 to build a hangar was that it would free up hangar
11 space that he currently occupied. So I hope that
12 answers the question.

13 CHAIRMAN LUDLOW: Okay. And thank you. And,
14 yes, it's a very good -- good -- you know where it
15 is, Reid, right beside us here. The conference
16 center? It's right there in that little space. So
17 we do have the drawings and all. Thank you.

18 Public comment?

19 MR. LIOTTA: Matt Liotta again.

20 So just so we all understand the facts, since
21 they're not all readily available, it sounds like
22 he initiated a request for a land lease and now the
23 airport is going to build and lease him a hangar.

24 So I presume that for that size hangar, he was
25 number one on the appropriate waiting list. And if

1 he was not number one on the waiting list, every
2 other person on the waiting list for that type of
3 hangar to be leased by the airport has already been
4 contacted and has already denied their interest so
5 that we know for a fact that the process was
6 properly followed. Thanks.

7 CHAIRMAN LUDLOW: Thank you. Any other
8 comments?

9 (None.)

10 CHAIRMAN LUDLOW: Okay. So we -- we need to
11 vote?

12 MR. BLOCKER: Yes, ma'am.

13 CHAIRMAN LUDLOW: Okay. So Michelle
14 Cash-Chapman?

15 MS. CASH-CHAPMAN: Yes.

16 CHAIRMAN LUDLOW: Yes. Dennis Clarke?

17 MR. CLARKE: Aye.

18 CHAIRMAN LUDLOW: Aye. Jennifer Liotta?

19 MS. LIOTTA: I do have concerns that we're not
20 following our lease policy in this matter, so no.

21 CHAIRMAN LUDLOW: Okay. Len Tucker?

22 MR. TUCKER: Yes.

23 CHAIRMAN LUDLOW: Yes. Reba Ludlow? Yes. So
24 it passes three -- four to one. And so it passes
25 that staff will coordinate with Solano on financing

1 and they will bring it back to us after they've
2 determined the best financing deal.

3 MR. PITTMAN: Yes, ma'am.

4 CHAIRMAN LUDLOW: Okay.

5 MR. PITTMAN: Thank you, Madam Chair.

6 CHAIRMAN LUDLOW: Thank you, so much. It took
7 longer than I thought.

8 ROOMS TO GO GROUND LEASE

9 CHAIRMAN LUDLOW: Okay. One last one --
10 nothing on Rooms To Go?

11 MR. PITTMAN: Nope. Madam Chair, it's just
12 going to be an update.

13 CHAIRMAN LUDLOW: Okay.

14 MR. PITTMAN: It's just information purposes,
15 but for the sake of time, there's nothing new to be
16 discussed at this moment.

17 STAFF REPORT - MR. PITTMAN

18 CHAIRMAN LUDLOW: Thank you. So, seeing no
19 other thing on our agenda, we can --

20 MR. CLARKE: Name change.

21 CHAIRMAN LUDLOW: Oh, yes.

22 MR. CLARKE: Let's hear about the name change.

23 CHAIRMAN LUDLOW: So Courtney is going to read
24 something into the record for us about our
25 legislative --

1 MR. TUCKER: We have --

2 CHAIRMAN LUDLOW: -- our legislative
3 delegation.

4 MR. PITTMAN: For the sake of time, I won't
5 reread my speech I did on Friday that I wrote.
6 Anyway, move forward.

7 On Friday, we had a meeting with the
8 legislative rep -- the state legislature, and we
9 discussed the changing of the name. It was agreed
10 unanimously -- just like it was with -- from this
11 board, it was unanimously agreed from the state
12 legislature for the name change.

13 They asked a few questions. I had talked to
14 the state legislature members prior to that meeting
15 and they all seemed to be supportive of where we're
16 headed with this airport. And so they unanimously
17 voted to change the name of "Northeast Florida
18 Regional Airport" to "St. Augustine Airport".

19 The time of that will be scheduled for July of
20 this year. So, Linda, be ready. You have to do
21 something better than the groundbreaking. Thank
22 you.

23 MS. MARTIN: Yes.

24 CHAIRMAN LUDLOW: Yay. I tell you, we
25 old-timers all really happy about that one, I can

1 tell you. So with the operations and fuel? Not
2 that he needs to speak to that.

3 So, Jeremiah and Chad Roberts comment?

4 STAFF REPORT - MR. BLOCKER

5 MR. BLOCKER: Yes, ma'am. Just notify the
6 board, just kind of based on what -- what happened
7 tonight, I'll be requesting a shade meeting, so
8 we'll coordinate that.

9 CHAIRMAN LUDLOW: Okay. Thank you.

10 MR. BLOCKER: Yes, ma'am.

11 STAFF REPORT - MR. ROBERTS

12 CHAIRMAN LUDLOW: Chad?

13 MR. ROBERTS: Nothing for me, Madam Chair.

14 MEMBER COMMENTS AND REPORTS

15 CHAIRMAN LUDLOW: Board member comments and
16 reports. We'll still do alphabetical, so Michelle
17 Cash-Chapman?

18 MS. CASH-CHAPMAN: I would like to see us
19 schedule before we leave tonight a workshop to
20 discuss that resolution and to perhaps also discuss
21 the lease policy or review that a little bit. If
22 we could get that on the books before we go, that
23 might help things move along, but other than that,
24 I have nothing.

25 CHAIRMAN LUDLOW: Jeremiah, isn't that out of

1 order?

2 MS. CASH-CHAPMAN: What's out of order?

3 MR. TUCKER: No, it's comments.

4 CHAIRMAN LUDLOW: Okay. Okay. Thank you.

5 And then Dennis Clarke?

6 MR. CLARKE: Just a brief comment.

7 I went to the first TPO meeting about a month
8 ago, and I'm looking forward to representing the
9 Authority at those meetings. I'll bring back a
10 report -- the next meeting is in February,
11 February 13th.

12 I'd also like to, you know, thank Ms. Kim
13 Kendall, who is our elected -- duly elected
14 representative to this Florida House. I believe
15 she's District 18.

16 As you -- as you may know, some of the pilots
17 that were at the SAAPA meeting about a -- almost a
18 year ago, I guess, Kim came to our meeting. She
19 contacted me, I set up, arranged for her to come
20 and speak to the pilots group and I said -- I asked
21 her to make one promise to us and she said, What's
22 that? I said, Have the first legis- -- bill that
23 you introduce would be to change the name of this
24 airport and she readily agreed.

25 Kim and her husband are both retired en route

1 controllers. They worked out of the Hilliard
2 facility. So I just wanted to thank her for her
3 efforts, and she's -- I hope she gets a unanimous
4 vote among the other legislators, you know, for the
5 name change, so...

6 CHAIRMAN LUDLOW: Thank you. Yes, and I
7 agree, she's really a friend of the airport.

8 So, Jennifer, Liotta, comment?

9 MS. LIOTTA: Yeah, I -- I would also like to
10 see us schedule a workshop, informal, just the
11 board members. I think there's some admin items we
12 haven't done, which would really help us get
13 organized and on the same page.

14 Like, for instance, you know, what is our
15 schedule of meetings going to be for the next --
16 throughout the next year? That would be really
17 nice to know.

18 CHAIRMAN LUDLOW: I thought we had that.

19 MS. LIOTTA: I know staff was kind enough to
20 propose some dates, but I think if we all just get
21 together and look at our calendars and get that
22 nailed down, that would be nice.

23 CHAIRMAN LUDLOW: I will say that.

24 MS. LIOTTA: I think the board just having an
25 informal conversation about what are the things we

1 want to see done throughout the year, that'll
2 really help get us on the same page. I really do
3 want to see us work together and, you know, figure
4 out common ground what it is we want to do and get
5 organized on that.

6 Again, not looking to burden staff, I just
7 really think that that would be really helpful and
8 avoid a lot of confusion as, like, hey, when's the
9 next meeting? Are we doing a workshop this month?

10 CHAIRMAN LUDLOW: Okay.

11 MS. LIOTTA: What's the workshop going to be
12 about? I -- you know, and I don't want to belabor
13 a regular meeting with that kind of discussion, but
14 I think it would be very very helpful and make us
15 more effective as a board.

16 CHAIRMAN LUDLOW: Good. Thank you.

17 And Courtney does have all that lined out for
18 us, you know, for the dates, the second and fourth,
19 and we just didn't get it into the agenda because
20 it was superfluous for our agenda today. But, yes,
21 and I know about the workshop, so we will talk
22 about that when we're through discussing.

23 Len Tucker?

24 MR. TUCKER: Okay. I certainly am humbled by
25 the fact that I'm here representing the interest of

1 the community this airport. And I can only tell
2 you that my predecessor, Bob Olson, I think did a
3 tremendous job. He brought in perspectives we
4 hadn't seen before and I think they were important
5 to review and see, and his service to the community
6 and his position on the board I think is
7 outstanding and I'd like to recognize him for that.

8 The other thing that I would like to try to
9 implement here is getting our agenda under control
10 and assigning maybe a timeline to it when it goes
11 out so that we can specify that this item's going
12 to take 20 minutes, this item's going to take 40
13 minutes, or something of that nature. And if it
14 starts running over, then we need to table it
15 somehow and move on. Because we can't have
16 three-hour board meetings and be effective.

17 In that end, I think the number one impediment
18 to us doing that is the Sunshine Law. We have to
19 deal with the Sunshine Law, and the way that we
20 deal with the Sunshine Law is to have workshops.
21 And I would like to propose that we set up a
22 regular weekly workshop, every week, so it's
23 noticed, and if we decide we don't need it, cancel.

24 And I've already checked with the attorneys.
25 We can attend those workshops via Zoom. So we

1 don't even actually have to be there. As long as
2 there's somebody to take notes and that's what's
3 entered into the system, there's a public place for
4 somebody to come and see it, that's all that's
5 required. So, that way, I think we could actually
6 get a lot more work done.

7 Like, for instance, this resolution today. If
8 we'd have had a workshop sometime within the past
9 week, we could have taken that really ironed out a
10 lot of information on it at that point in time.
11 But as it is, we're now behind the eight ball on
12 it. So we want to try to get in front of the eight
13 ball and get this stuff done.

14 And I can tell you Zoom is a very effective
15 way of not having to travel a long distance to get
16 to where you need to go. It's convenient for
17 everybody. So we just need to see what we can do
18 to pursue that kind of a process.

19 CHAIRMAN LUDLOW: Okay. Okay. Thank you for
20 your comments. Now, it's time for my comment. And
21 for Michelle and Jennifer and the rest of us, what
22 about February 24th for a workshop? I thought you
23 guys were ready.

24 MS. CASH-CHAPMAN: Didn't know how quick you
25 were going to be on the --

1 CHAIRMAN LUDLOW: I'm ready.

2 MR. CLARKE: February 24th?

3 CHAIRMAN LUDLOW: February --

4 MS. LIOTTA: When's the next --

5 MR. TUCKER: That would be after the next
6 meeting, or when's the next meeting? Check on
7 that.

8 MS. LIOTTA: No. No, that's too late.

9 CHAIRMAN LUDLOW: 4th. February 4th is our
10 next meeting, and that's -- that's because of
11 the -- it has to be on that special date. So we
12 could still do the 4th, Monday, which is the 24th,
13 for a workshop?

14 MS. LIOTTA: Why can't we do a workshop this
15 month?

16 MS. CASH-CHAPMAN: The goal is to do it before
17 I think the next meeting. I think that was the --

18 CHAIRMAN LUDLOW: Okay. Decide.

19 MS. LIOTTA: The week of the 20th? January --
20 the week of January 20th?

21 MR. TUCKER: Next week?

22 MS. LIOTTA: Or do we -- sorry. That's not
23 ten days. The week of the 27th.

24 MR. TUCKER: Uh-huh. Yeah, I can do the 27th.

25 CHAIRMAN LUDLOW: January 27th. Any comments

1 on January 27th?

2 MS. CASH-CHAPMAN: So we want to do 4 p.m.
3 workshop? You don't want it like a different time
4 or anything?

5 CHAIRMAN LUDLOW: No, we do 4 p.m. at the
6 conference center?

7 MS. LIOTTA: Yes, that works for me.

8 CHAIRMAN LUDLOW: Works for you, Len?

9 MR. TUCKER: Uh-huh.

10 CHAIRMAN LUDLOW: Works for you, Dennis?

11 MR. CLARKE: I'd like to do it a little
12 earlier, but that's just me.

13 CHAIRMAN LUDLOW: Dennis.

14 MR. CLARKE: I said I'd like to do it earlier.

15 CHAIRMAN LUDLOW: Oh, oh, okay. I'm sorry.

16 MR. CLARKE: But that's just me.

17 CHAIRMAN LUDLOW: Then the 20 -- he'd like to
18 do it earlier.

19 MS. CASH-CHAPMAN: I'd like a 10 a.m.

20 MR. CLARKE: I abstain.

21 MS. CASH-CHAPMAN: My day starts at 5:00.

22 MR. CLARKE: Like I do at home.

23 MS. CASH-CHAPMAN: 4:00 is late for me.

24 MR. CLARKE: What I do at home, I abstain,
25 when me and my wife vote.

1 CHAIRMAN LUDLOW: Okay. So we -- we voted for
2 the 20 -- for February 24th. Then -- what?

3 MS. CASH-CHAPMAN: I thought we agreed on
4 January 27th at 4 p.m. here in the conference
5 center.

6 CHAIRMAN LUDLOW: I'm sorry. I just said
7 that, didn't I? I wrote it down, too. All for
8 January 27th at 4 p.m. at the conference center,
9 yes?

10 MS. CASH-CHAPMAN: Yes, ma'am.

11 MR. CLARKE: Yes.

12 MR. TUCKER: Yes.

13 MS. LIOTTA: Yes.

14 CHAIRMAN LUDLOW: Yes, yes, and yes. So that
15 is four to one. So we will have it January 27th,
16 4 p.m. at the conference center. Is there any
17 other business?

18 MS. LIOTTA: I guess one clarification. Does
19 that mean we're confirming that February 4th is our
20 next regularly scheduled meeting as well?

21 CHAIRMAN LUDLOW: Yes, February 4th is our
22 next regular. It's a little off that, but that was
23 necessary at that time. So, February 4th is the
24 next meeting and then January 27th is our workshop.

25 And everyone is invited to attend. All we do

1 is it's much more -- it's informal, and we can just
2 talk between each other and we cannot vote on
3 anything. So it's just to clear up a lot of
4 questions, you know, that would come up during the
5 meeting. So, do I hear a motion to adjourn?

6 MR. CLARKE: So move.

7 MS. LIOTTA: One.

8 CHAIRMAN LUDLOW: Excuse me.

9 MR. BLOCKER: Madam, also, general public
10 comment.

11 CHAIRMAN LUDLOW: I have to do that after all
12 of our comments?

13 MR. PITTMAN: The last ones.

14 CHAIRMAN LUDLOW: I forgot. You're right.

15 GENERAL PUBLIC COMMENT

16 CHAIRMAN LUDLOW: General public comment.
17 Would anybody like to comment?

18 (None.)

19 CHAIRMAN LUDLOW: See? I'm teasing. Yes.

20 And one thing, and I was going to say this at
21 the beginning of the meeting, that -- that public
22 comment is for that particular topic, subject and
23 number on the agenda.

24 At the end of the meeting, we have general
25 public comment, when I remember, and that you can

1 talk about anything at that time. Okay. So, is
2 that it? Okay. So we had a motion to adjourn.
3 And a second?

4 MS. CASH-CHAPMAN: Oh, yeah, second.

5 CHAIRMAN LUDLOW: Second. We're adjourned and
6 thank you for coming, everybody.

7 (Meeting adjourned at 6:48 p.m.)

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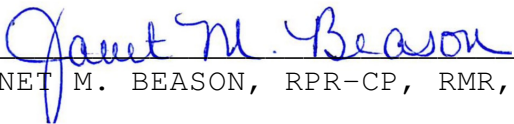
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REPORTER'S CERTIFICATE

STATE OF FLORIDA)
COUNTY OF ST. JOHNS)

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

Dated this 26th day of January, 2025.



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

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E R R A T A S H E E T

RE: Airport Regular Board Meeting 1-13-25

PAGE LINE CORRECTIONS AND REASONS THEREFORE

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