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ST. JOHNS AIRPORT AUTHORITY

Regular Meeting

held in The Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Monday, April 24, 2023

from 4:00 p.m. to 4:39 p.m.

BOARD MEMBERS PRESENT:

ROBERT OLSON, CHAIRMAN

REBA LUDLOW

DENNIS CLARKE, TREASURER

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.

KEVIN HARVEY, Interim Executive Director.

MELISSA SCHROEDER, RPR
St. Augustine Court Reporters
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1 CHAIRMAN OLSON: Calling to order the
2 April 24th meeting of the Airport Authority.
3 Please stand for the Pledge.

4 (Pledge of Allegiance.)

5 CHAIRMAN OLSON: Okay. We are down two
6 members, but we still have a quorum, so we'll
7 proceed.

8 MEETING MINUTES

9 CHAIRMAN OLSON: Meeting minutes. Minutes
10 from the March 27th meeting, any comments on those?

11 MS. LUDLOW: I read the minutes, and there
12 were no discrepancies, and I move they be approved.

13 CHAIRMAN OLSON: We don't take --

14 MS. LUDLOW: I don't have to move --

15 CHAIRMAN OLSON: -- need to take formal
16 action, but thank you. And we'll -- we'll proceed
17 to have those minutes confirmed.

18 FINANCIAL REPORT

19 CHAIRMAN OLSON: Financial report.
20 Mr. Clarke, are you going to do the financial
21 report?

22 MR. CLARKE: Sure. I'll discuss the financial
23 report.

24 As of March 31st of 2023, the Authority is --
25 has about \$88 million in assets, \$5.1 million in

1 cash. Net income for the year is -- is a negative
2 108,043, including a depreciation charge. Of
3 course, our cash flow is very -- is still positive.
4 Our current liabilities are at -- one minute --
5 444,000. So we're -- we're in a very strong cash
6 position.

7 One thing I would like to point out is I --
8 ask staff, there's one account that's on the bottom
9 of the first page of our profit and loss that
10 should be properly classified. It's under "Airline
11 Operations Revenue," and it needs to be properly
12 classified under "Account 344170, User Fees." And
13 I think the staff will make that correction next
14 time. There's no impact on our net income. It's
15 just a classification.

16 Any questions from anybody in the audience?

17 (None.)

18 MR. CLARKE: I'd encourage you if you --
19 you -- you care to look at the financial report,
20 contact staff, and they'll be happy to send you a
21 copy.

22 CHAIRMAN OLSON: Okay. Thank you, Mr. Clarke.

23 AGENDA APPROVAL

24 CHAIRMAN OLSON: And we have the agenda shown.
25 Any additions or corrections to the agenda?

1 (None.)

2 CHAIRMAN OLSON: Hearing none, we'll proceed
3 with the agenda as shown.

4 STAFF REPORT

5 CHAIRMAN OLSON: Staff report --

6 MR. HARVEY: Mr. Clarke, to that -- to that
7 end, that item's already been addressed and will be
8 corrected by next meeting.

9 MR. CLARKE: Okay. All right. Thank you.

10 MR. HARVEY: Yeah. I'd like to offer that
11 right now. And that's pretty hot. I just want to
12 talk about the proposed land acquisition with the
13 Gun Club property. We'll be meeting with the
14 Gun Club president on Friday -- this Friday to
15 discuss the proposed property map prior to ordering
16 a survey and an appraisal. A survey is needed
17 obviously to accurately identify the boundaries
18 that the Authority -- that the Authority wishes to
19 acquire.

20 So we'll meet with them, make sure that
21 they're on board with exactly the boundaries we're
22 looking at, and then we'll proceed with a survey
23 and appraisal.

24 CHAIRMAN OLSON: Okay. Is that the full
25 report at this time?

1 MR. HARVEY: That is on -- off that, yes.

2 CHAIRMAN OLSON: Okay. Thank you, Mr. Harvey.

3 BUSINESS PARTNER UPDATES

4 CHAIRMAN OLSON: Let's see. Business partner
5 updates. Mr. Byers, Atlantic Aviation, here?

6 (Not present.)

7 CHAIRMAN OLSON: No.

8 Mr. Riera or Mr. Topp from SAAPA?

9 (Not present.)

10 CHAIRMAN OLSON: Not here.

11 MS. LUDLOW: Do you want to say anything?

12 MR. CLARKE: Not officially here.

13 CHAIRMAN OLSON: Mr. McKendrick from
14 Northrop Grumman?

15 MR. MCKENDRICK: Nothing to add from us.
16 Thank you.

17 CHAIRMAN OLSON: Okay. Thank you.

18 And Mr. Pittman?

19 (Not present.)

20 CHAIRMAN OLSON: Not here. I don't see him
21 here, from the tower.

22 Okay. So we'll proceed beyond partner updates
23 to board committee updates.

24 BOARD COMMITTEE UPDATES

25 CHAIRMAN OLSON: Board committee updates,

1 looks like -- are those -- we don't have any new
2 applications. We have the ones that have been
3 received. And we are proceeding at this time with
4 the committees actually recast as workshops until
5 we get further guidance from general counsel on how
6 we should proceed with the formalized committee
7 proposals. And I believe there are two workshops
8 that have been scheduled. One is master plan, I
9 know. I don't have that in front of me. Master
10 plan, is that May 1st?

11 MS. LUDLOW: May 1st and May 2nd.

12 CHAIRMAN OLSON: Okay.

13 MS. LUDLOW: At the conference room.

14 MR. HARVEY: Your policy on May 1st and your
15 master plan on May 2nd.

16 CHAIRMAN OLSON: Okay. Yeah. Policy is
17 May 1st at 4:00 p.m. Master plan is at -- is on
18 May 2nd at 10:00 a.m. And both of these are at the
19 Airport Administrative Conference --

20 MR. HARVEY: Right here.

21 MR. CLARKE: They're right here.

22 MS. LUDLOW: Conference room.

23 CHAIRMAN OLSON: In the -- in this conference
24 center. In this conference center.

25 MR. CLARKE: And the public -- open to the

1 public, correct?

2 MR. BLOCKER: That's correct.

3 CHAIRMAN OLSON: Yes, absolutely. Yeah.

4 Okay.

5 MR. HARVEY: If I may, does -- does --

6 CHAIRMAN OLSON: Yes.

7 MR. HARVEY: -- Mr. Blocker have any comments
8 to add to any of the committees, where things kind
9 of stand or anything?

10 MR. BLOCKER: Let me turn this on. So --
11 well, first of all, I want to thank all the board
12 members for making the time to -- to sit down and
13 kind of go over some of the Sunshine kind of
14 matters that are covered under this because the
15 Sunshine Law is important as -- as it governs how
16 we operate.

17 But just to update the board, we have asked
18 the Commission on Ethics to kind of review some of
19 the disclosure requirements that the board decides
20 to move forward with and distinguishing
21 characteristics is making these recommending
22 committees that would actually make
23 recommendations. Otherwise, factfinding committees
24 and workshops are completely fine. So we'll
25 continue to move forward with the workshops until

1 we hear back from the Commission on Ethics on some
2 of the disclosure requirements, and then the board
3 can make a decision with the applicants on how they
4 want to proceed as far as that being exclusively
5 factfinding or, more specifically, making
6 recommendations.

7 So as far as the workshops, you know, we'll
8 make sure they're open to the public, make sure
9 that they're -- they're noticed correctly, make
10 sure that we have a record of the minutes as well,
11 and that should satisfy the Sunshine requirements.

12 MS. LUDLOW: Thank you.

13 CHAIRMAN OLSON: Thank you.

14 AIR SERVICE DEVELOPMENT UPDATE

15 CHAIRMAN OLSON: Okay. Moving on. Old
16 business items, air service development update.
17 Mr. Roberts and Mr. Clarke?

18 MR. HARVEY: I'll -- I'll address that, if I
19 may.

20 CHAIRMAN OLSON: Oh, okay.

21 MR. HARVEY: So now that you've got an
22 approved operating agreement and MOU, Mike Lum with
23 Volaire has provided Avelo the operating agreement
24 and the MOU for their consideration. These
25 documents also now give Mike clear discussion

1 points with any future airline discussions he may
2 have at any conferences we -- we may ask him to
3 attend and so forth. So at least you've got a
4 solid document without any doubt going forward of
5 what can be provided.

6 So Volaire indicated they probably would not
7 be looking until June of next year to reconsider
8 our airport. They've reallocated their resources
9 that were slated for St. Augustine to Daytona for
10 this -- this year's cycle. But they've not closed
11 the door on us and will give us consideration.
12 Hopefully by spring of next year, they'll --
13 they'll look to see what they can do come
14 summertime. No promises.

15 CHAIRMAN OLSON: Is that -- is it our
16 understanding that they wanted to do an agreement
17 with us and come here, but they weren't able to do
18 it quickly enough, so they went on to their backup
19 plans?

20 MR. HARVEY: Yes, sir, that's correct.

21 CHAIRMAN OLSON: Okay. Thank you.

22 Any other discussion on air service update?

23 (None.)

24 STRATEGIC BUSINESS PLAN UPDATE

25 CHAIRMAN OLSON: Okay. Moving on. Strategic

1 business plan. Remy from Ricondo is here to update
2 us.

3 MR. LUCETTE: Good afternoon. Good afternoon,
4 Mr. Chair. Thank you. So thank you for taking the
5 time to -- to follow up on the strategic business
6 plan. We have been working since our last
7 workshop -- our third workshop with the entire
8 board. We have been working with the strategic
9 planning team to prepare the action plan, the
10 strategic -- it's essentially a set of strategic
11 initiatives and actions that make up the plan.

12 So today the key -- the key focus of this
13 presentation is really for the board to have an
14 opportunity to review the action plan and all the
15 actions that fall under the plan.

16 When we met last time, some of the board
17 members offered comments. You helped us rank some
18 of the actions. We went back and we added a little
19 bit of context to those actions, as well, for your
20 consideration. So today we would like to present
21 that to you and hear your feedback.

22 Just a quick update on the schedule: The
23 project started back in September when we had our
24 first meeting. We were originally slated to finish
25 the project around the month of April. We did add

1 a third workshop because of the board member change
2 that happened at the beginning of the year. So
3 that has pushed the completion date by about a
4 month.

5 Our goal here is to submit the draft strategic
6 plan to -- to the strategic planning team on
7 May 15th, so it's about three weeks from now, and
8 then we'll take two weeks to get any comments that
9 are provided before submitting a final draft to the
10 airport and to the board.

11 Next slide. So I believe you all received a
12 copy of the different strategic initiatives and
13 strategic actions that are in the plan. And the
14 first thing I wanted to point are some of the
15 symbols that are being used next to all the
16 actions. These symbols represent a lot of the
17 sources that were used as a starting point for some
18 of those actions.

19 If you recall, we met with several
20 organizations. We met with tenants. We met with
21 the boards. And those actions are really the
22 result of those discussions one way or another or
23 sometimes from multiple sources at once.

24 So when you see the little SWOT symbol, that's
25 the strength, weaknesses, opportunities, and

1 threats analysis that was done with the board at
2 the first workshop.

3 The board input is really the feedback we
4 received during the different workshops that we had
5 with the board.

6 The stakeholder engagement represents the
7 meetings we had with the three groups of
8 stakeholders: Air businesses, tenants, and
9 external stakeholders.

10 The online survey is a survey that we
11 circulated to a lot of the tenants and the
12 community, and we had about 70 responses in the
13 online survey.

14 And then, last, the benchmarking. The little
15 ruler is for the benchmarking. If you recall, we
16 did conduct a benchmark of comparable airports.
17 There were five airports in the benchmark that have
18 provided some answers, and so we also incorporated
19 some of those findings.

20 So there are five initiatives --

21 (Brief phone interruption.)

22 MR. LUCETTE: Oh, sorry.

23 There are five initiatives that -- that we've
24 identified with different colors.

25 (Brief phone interruption.)

1 MR. LUCETTE: Sorry.

2 So five initiatives we identified with
3 different colors. The first -- the first
4 initiative is about customer demand, the second
5 initiative was about the financial position of the
6 airport, the third initiative is about using the --
7 the -- it's aligning the administration needs to
8 the plan, the fourth one is about using the
9 footprint of the airport, and the last initiative
10 is about engagement with the community.

11 So what I'd like to do is start presenting to
12 you some of the information that you have not seen
13 before. The actions, you have seen those actions
14 before. What we have added since our last meeting
15 is who could be a responsible party to lead some of
16 those actions, what would be the timeline to
17 implement those actions, and, finally, what would
18 be the staffing impact of managing and leading
19 those actions?

20 One item that we shared with the strategic
21 planning team is, as we were going through
22 assigning those actions to different staff, there
23 really was not too many staff to assign those
24 actions to. And what it started to show is that
25 maybe sometimes you're looking for a specific role

1 that may not exist in the organization when we're
2 assigning those actions, and eventually the bulk of
3 the actions fall back either on the airport
4 director directly, on the finance director, or on
5 the office manager. So this is something for your
6 consideration.

7 The staffing impact, we -- we discussed it
8 with the team. We made some assumptions. It might
9 seem like a lot of hours. Something to keep in
10 mind is a lot of times, you know, the staff cannot
11 just jump into one task and jump back into another
12 task. When they start working on something, it's
13 going to take a little bit of time before and after
14 to get in the task and to re-adjust to the next
15 task. So these are estimations.

16 And then last, we have a column with external
17 support. We provided a memo that had additional
18 information in terms of what that additional
19 support could be. In some cases, it's going to
20 be -- it's going to be under a financial
21 consultant, it's going to be an appraiser, it's
22 going to be the airport engineer consultant, or
23 it's going to be a master planning consultant, for
24 instance. But we wanted to have those in there
25 knowing that they may be of support for you to help

1 implement those actions.

2 Under the timeline, I will just say one more
3 thing, talking with the team, we -- we understand
4 that currently there's an interim airport director.
5 It is possible that some of those actions may
6 benefit from being deferred until there's a
7 permanent director. I think this is a discussion
8 that probably needs to happen between the board
9 members and the director to understand if certain
10 actions should start immediately, because you have
11 everything you need, and if some actions may
12 benefit from having a permanent director in place.

13 So the first -- the very first initiative is
14 about satisfying the customer demand. This really
15 was discussed by all different groups. And there's
16 a series of actions -- so we have six actions under
17 this first initiative. These actions are being
18 shown in the rank that they were -- that was
19 identified during our last workshop. So the first
20 action would be the action that had the most
21 support from the board members at the last workshop
22 and then the final and sixth action in this --
23 under this initiative is the one that had the least
24 amount of support.

25 In total for this -- for this initiative, the

1 six actions, we've estimated that it would have an
2 impact of anywhere from 24 to 34 hours for a
3 finance director at the airport for the staff and
4 then 16 to 22 hours mostly for the airport
5 director. This includes the time to coordinate,
6 the time to meet with board members, to meet with
7 developers, et cetera, et cetera.

8 CHAIRMAN OLSON: It would also be time with --
9 if we -- if there were a need to bring in
10 consultants for any of these activities, right?

11 MR. LUCETTE: Absolutely.

12 CHAIRMAN OLSON: Because I --

13 MR. LUCETTE: I think for some of those -- for
14 some of those actions, you will -- you will have to
15 bring some consultants.

16 CHAIRMAN OLSON: Yeah. Okay.

17 MR. LUCETTE: When we talk about the -- when
18 we talk about the development plan for T-hangars or
19 for hangars in general, for instance, I think you
20 will benefit from using your -- your airport
21 engineers to help with this. So some of those
22 actions can really not happen without some of the
23 external support.

24 CHAIRMAN OLSON: Yeah. And I'm seeing FBO
25 strategy. That's probably a -- that's typically a

1 consultant assignment also?

2 MR. LUCETTE: The -- the FBO strategy will be
3 a consultant doing a lot of the work. I think the
4 expectation is that it would also consume some time
5 from the airport director and from the finance
6 director to coordinate that internally and
7 coordinate it with -- coordinate that with board
8 members. So even though a firm might be doing the
9 bulk of the work, the expectation is that the
10 airport director or the finance director will have
11 to weigh in on a lot of that.

12 I mean, this is -- this is, for instance, one
13 that -- we have seen throughout the preparation of
14 the plan that there was some interest in to
15 understanding -- there -- there were a couple of
16 things really supporting this -- this action: One,
17 there was some interest for potentially an
18 additional FBO at this airport; and then, second,
19 we've heard a couple of times that the current FBO
20 has a lease that's expiring, I think within
21 ten years, which is limiting some of their
22 potential investments. So there was a lot of, I
23 think, support to further study what the Authority
24 should be doing for the FBO.

25 Any -- any questions on those first six

1 actions?

2 CHAIRMAN OLSON: Questions --

3 MS. LUDLOW: No.

4 CHAIRMAN OLSON: -- at this point?

5 (None.)

6 CHAIRMAN OLSON: Don't hear any.

7 MR. CLARKE: I have none.

8 MR. LUCETTE: So let's go to the second
9 initiative, and the second initiative is about the
10 financial position and, specifically, maximizing
11 the financial position of the airport.

12 This was discussed at length with the board
13 during the workshop and during the SWOT analysis.
14 There's a lot of strength in the financial position
15 of the airport today, as Mr. Clarke just mentioned.
16 There was also some -- some wishes to improve
17 certain aspects of the operation and to improve the
18 financial resilience of the airport. And by that
19 what we mean is that there was a lot -- throughout
20 the preparation of the plan, and I think this is
21 also something that was noted during the master
22 plan, there's a need for a lot of facilities.
23 Those needs will require some -- some financial
24 backing from the airport. Even if you maximize all
25 the state and federal grants you can get, you --

1 you do need to understand how the airport
2 contribution can be made.

3 So for this initiative, we had a total of five
4 actions, and those five actions, as expected, fall
5 heavily under the -- the direction of the finance
6 director. So we estimated anywhere from 36 to
7 50 hours a month from the finance director to
8 prepare different reports, to participate in the
9 studies. And then the executive director of the
10 airport would participate to some -- not all, but
11 some of these actions as well. So we had
12 identified 12 to 18 hours a month for the airport
13 director's participation.

14 Any -- so a lot of these we noted as
15 potentially starting immediately. I know there
16 was -- there was a strong demand from the board to
17 start getting reports, and it's similar to what I
18 think I've just heard. So I think some of this may
19 need to start in the near -- in the near term. So
20 not necessarily -- I think that would be deferred
21 until there was a permanent director.

22 Any questions?

23 (None.)

24 CHAIRMAN OLSON: I don't see any questions at
25 this point.

1 MR. CLARKE: I have none.

2 MR. LUCETTE: No -- no questions on this?

3 MS. LUDLOW: You did a good job with this,
4 Remy.

5 MR. LUCETTE: Thank you.

6 So the third -- this third initiative that
7 we've identified was really about administration,
8 staffing, and aligning the staffing with the
9 expectations of the -- of the Authority. This is
10 something that has been brought up as potentially a
11 weakness when we did the SWOT analysis with the
12 board. While you have really good staff, it was
13 noted that this staff was also very limited and
14 that they could only take on so many new initiative
15 at -- at one time.

16 With this initiative, we had -- we had four
17 actions, and those actions included things such as,
18 you know, taking and doing a comprehensive
19 assessment of the different roles within the
20 organization.

21 One thing that we shared with the strategic
22 planning team that we'll share in the report is
23 that for airport of that size, when we looked at
24 the benchmark, there seemed to be fewer staff
25 fulfilling those different positions that we would

1 see at other airports with similar number of
2 operations, similar number of based aircraft, and
3 varying revenues but revenues generally gravitating
4 in the same -- around the same number. So this is
5 one thing that we noted from the benchmark.

6 We -- we have identified a couple options
7 to -- to figure out, you know, who may be
8 championing some of those actions and initiatives
9 coming out of the plan. So I'm not sure if this is
10 something that will fall under one of your
11 committees or workshop, but this is something we
12 felt should be in there as well.

13 And this is probably one of the less demanding
14 initiative in terms of staffing impacts. So we've
15 identified four hours a month for the finance
16 director and anywhere from six to ten hours a month
17 for the executive director.

18 Any questions?

19 MR. CLARKE: Please --

20 MR. LUCETTE: Yes, Mr. Clarke.

21 MR. CLARKE: -- please just elaborate on Item
22 Number 3, if you would, a little bit.

23 MR. LUCETTE: Number 3?

24 MR. CLARKE: Yes, "Identify a champion to
25 monitor the implementation."

1 MR. LUCETTE: Correct. So what we had is --
2 what we've done for all the strategic plans to date
3 is make sure that the organizations understand that
4 without a champion who's going to be looking at the
5 different actions and their status of
6 implementation -- their status of implementation,
7 you know, the strategic plan may not benefit the
8 organization how it is intended to. So when we
9 talked about the different actions, one of them was
10 who is going to monitor that we're actually making
11 progress towards those actions.

12 It could be in the form of an annual report to
13 the rest of the board. It could be in the form of
14 some coordination to ensure that the -- the
15 different actions are being properly tracked and
16 monitored by other board members or by staff, but
17 it was designating someone who could be reporting
18 to the board on the status of the strategic plan.

19 CHAIRMAN OLSON: It could, I guess, also be
20 part of the performance measures for the executive
21 director --

22 MR. LUCETTE: It does --

23 CHAIRMAN OLSON: -- for annual performance
24 updates.

25 MR. LUCETTE: It does -- it does sometimes

1 fall under support, an annual performance goal for
2 director or for some of the staff as well.

3 MR. CLARKE: Would that person need to be a
4 member of the board, a member of staff, a member of
5 the public, or any -- or all of the above?

6 MR. LUCETTE: Usually it would be a member of
7 the staff. It would be usually tracked by someone
8 from the staff.

9 CHAIRMAN OLSON: But there would be
10 interaction with the board on that though. So --

11 MR. LUCETTE: Oh, absolutely.

12 CHAIRMAN OLSON: -- it would be like regular
13 reporting as to how --

14 MR. LUCETTE: So we -- we noted that the --
15 the responsibility for all those actions fall under
16 the staff. I think we had no doubts that the staff
17 would be coordinating some of those actions with
18 board members, depending on the type of actions,
19 but at the end of the day, the staff are all the
20 employees of the airport, and that's why those
21 responsibilities fall on them rather than the board
22 members.

23 Any other questions?

24 MS. LUDLOW: No.

25 MR. LUCETTE: No? All right. So let's move

1 on to the next item.

2 And this one was also one that gathered --
3 garnered a lot of support from the different
4 stakeholder groups. This airport is a little
5 unique in a way, as you have -- it's really split
6 in half, and you have one half that appears to be
7 today somewhat constrained because it's very
8 developed, but you also have a lot of land
9 available on the west side of US-1.

10 So from the beginning, I think, we've been
11 hearing from both users, external groups, the
12 chamber, the county, you know, what is the airport
13 going to do with all that land on the west side?

14 Some of the feedback we received from the
15 different survey respondents included things such
16 as, you know, what could be driving you away from
17 this airport? It would be the lack of -- the lack
18 of adequate facilities, the lack of office space.
19 At the same time, we heard from people about what
20 is attracting you the most at the airport, what is
21 the potential to provide a lot of those amenities?

22 So we identified five actions for -- for this
23 initiative. All of the actions really deal with
24 the -- the management and the planning of the land
25 of the airport and making sure that you -- you're

1 able, the board, to make the right decisions when
2 it comes to reviewing different leases, approving
3 leases, that you feel you have enough information
4 about is this -- is this the -- the use that we
5 want for that parcel, for instance. Is that parcel
6 being leased at the -- at the right value?

7 Another item that came under using the airport
8 footprint and optimizing that use was your tenant
9 Northrop Grumman. There was some discussions from
10 local users when we had the stakeholder engagement,
11 from the board when we did the SWOT analysis
12 that -- that reminded everyone how important a
13 tenant they are, and there was some -- some desire
14 to have -- to make sure that there was enough
15 continuous engagement with this tenant at the
16 airport.

17 In terms of staffing impact, what we had here
18 was mostly finance director and airport director,
19 and it was respectively around 10 hours a month,
20 and 24 to 30 hours a month for the airport
21 director.

22 Again, these actions are listed in the order
23 that they were ranked during our last workshop.

24 Any questions?

25 MS. LUDLOW: No, but I think that was very

1 important to point out that this -- this -- the
2 order that we're looking at is the order that the
3 board decided which was most important.

4 MR. LUCETTE: Correct.

5 MS. LUDLOW: Uh-huh.

6 MR. LUCETTE: And then our last initiative
7 really dealt with engaging with -- with the
8 community, engaging with external organizations.
9 This is something we heard from the survey -- the
10 online survey respondents, which were community and
11 users.

12 When we did our engagement with the
13 stakeholder groups, this is also something that was
14 brought up multiple times. And I think there was
15 a -- there were -- there was a lot of interest from
16 the community to be able to -- to engage with the
17 airport. It could be in different ways, whether
18 for a lunch at the airport, be able to come to the
19 restaurant, having a place where they can look at
20 planes, but essentially finding ways for the
21 community to come to the airport so that people
22 understand that the airport is an asset of the
23 community.

24 We've identified for this one six initiatives.
25 Those initiatives would be, for some, supported by

1 external -- external assistance, and then for some
2 would be handled primarily in-house. We have a
3 little more support in terms of responsibility
4 here. There were probably some actions that could
5 be -- that could fall under the office manager or
6 under the director of operations, for instance. So
7 we did not have really the director of finance
8 being a responsible party here, but office manager,
9 airport director, and director of operations could
10 take a lead on -- on those actions.

11 Do you have any -- any thoughts or questions
12 on these?

13 CHAIRMAN OLSON: Yeah. I thought we were
14 going to -- maybe it's -- maybe it's embedded in
15 one of these six actions, but issuing annual
16 reports -- issuing and posting annual reports for
17 the airport, that seems fundamental.

18 MR. LUCETTE: It is.

19 CHAIRMAN OLSON: I know I brought it up
20 before, but where would that be among the -- and
21 this seems to fit in this whole strategic
22 initiative.

23 MR. LUCETTE: So we did have a spot for the
24 reports under the maximizing our financial
25 position.

1 CHAIRMAN OLSON: Oh, okay. That's under --
2 that's under Initiative 1 or --

3 MR. LUCETTE: 2.

4 CHAIRMAN OLSON: 2. Yeah. Okay.

5 MR. LUCETTE: Correct. So we titled it
6 "Identify the types of management reports that
7 should be submitted to the board and their desired
8 frequency." So this did not just include the
9 financial reports. It could include an annual
10 report from the director. It could include reports
11 on certain activities from the airport, engagement
12 with the community. But we -- we didn't want to
13 have two actions about the reports, which is why we
14 combined it into one.

15 CHAIRMAN OLSON: It's -- it's important as
16 a -- communicating with the public also.

17 MR. LUCETTE: Absolutely.

18 CHAIRMAN OLSON: So that's why I was looking
19 for it under here.

20 MR. LUCETTE: I'd be happy to -- to split it.
21 Again, we combined it in an effort to keep it as
22 one action.

23 CHAIRMAN OLSON: If it's in the plan --
24 specifically in the plan, that's fine, I guess.

25 MR. LUCETTE: So in total, those five

1 initiatives, what we found for an estimated
2 staffing impact was about 60 hours a month. Again,
3 this is if you're doing all the actions at once,
4 would be about 60 -- 60 hours a month for the
5 finance director, 60 hours a month for the airport
6 director, and then 16 hours a month for the office
7 manager, and 5 hours a month for the director of
8 operations. And that can be found by adding up all
9 those hours that we have in there.

10 Again, this is if you do all of these actions
11 at the same time. With this just -- it's probably
12 not desirable to start some of these until you have
13 a permanent director, but there's certainly certain
14 actions that could start in the very near term, as
15 soon as the plan's published.

16 So what we'd like to do is I'd like to hear
17 from this board, you know, any additional comments
18 you may have on those actions.

19 The action plan essentially becomes the core
20 of the strategic business plan. This is the
21 document that you can share with airport director.
22 That can be used to communicate your priorities
23 with the community. And we want to make sure that
24 it captures your intentions -- your intentions,
25 your goals, and that we've captured appropriately

1 all the feedback that has been provided to us.

2 If you have no comments on this, this will get
3 roped into the report, and we'll start creating
4 the -- the different materials to -- to communicate
5 on it.

6 Mr. Clarke.

7 MR. CLARKE: Yeah, I have a suggestion for the
8 next time that we meet. Under the implementation
9 timeline where each initiative that is labeled
10 "ongoing," I think it would be helpful if we had a
11 short summary, bullet points of things that are
12 actually going on.

13 MR. LUCETTE: Okay.

14 MR. CLARKE: You know, in other words, hosting
15 a public event, we have one coming up on June 17th.
16 It's called Wings and Wheels. You know, that's --
17 that's one example. But other examples of
18 convening meetings with tenants and that kind of
19 thing, it would be helpful if we could review that
20 currently.

21 MR. LUCETTE: Absolutely. Absolutely. We
22 didn't put it in the presentation, but we have that
23 information --

24 MR. CLARKE: Okay.

25 MR. LUCETTE: -- and it's going to be in the

1 report.

2 MR. CLARKE: Thank you.

3 CHAIRMAN OLSON: I'll just say I think it's a
4 really good summary of the process and the inputs.
5 So, you know, we -- we -- it was a long process.
6 It seems to touch all the bases, capture -- and
7 make all kinds of efforts to capture stakeholder
8 input, all of that, so -- board input, surveys. So
9 I think it's a -- it's a really good summary.

10 MR. LUCETTE: Well, I appreciate it. And at
11 the end of the day, a lot of that information, we
12 relayed to you, the board, and I think everybody
13 was able to -- to weigh in on this, and it was very
14 helpful. So a lot of -- again, a lot -- you all
15 provided good feedback on this.

16 You know, we started at a point -- I think
17 when we started, there was a lot of thoughts and a
18 lot of ideas. I think through the process, I'm
19 glad that, you know, through the different
20 workshops, we're able to slowly funnel that into a
21 set of initiatives and then actions under it.

22 This actions is not -- this action plan is not
23 intended to last forever. I'm sure after a few
24 years, you know, it could be three, four,
25 five years, whenever you have some new changes in

1 the use of the land at the airport and a major
2 developer comes in and build new facilities, you
3 know, or you have a lot of staff that turns over,
4 you may need to re-update this plan, but at least
5 it provides you with a good starting point to
6 communicate with the staff.

7 So what we would like to do is take this
8 action plan, include it, incorporate it into the
9 report. There will be a full report that's going
10 to summarize the feedback -- all the feedback we
11 received, how the different workshops have
12 identified strategic issues for the airport and how
13 that has slowly find its way into a series of
14 actions.

15 What we discussed with the strategic planning
16 team as well is that we'll have a small brochure
17 that's going to be probably six to eight pages long
18 that's going to summarize a lot of that
19 information. I suspect this would be the document
20 that you refer to most often. And then we'll have
21 a final presentation to this board, I'm assuming
22 sometime late in the month of May, that we'll
23 summarize all this.

24 MS. LUDLOW: What date did we begin this
25 process?

1 MR. LUCETTE: We started with the -- the
2 airport staff and the strategic planning team in
3 September.

4 MS. LUDLOW: It's been an eye-opener for all
5 of us.

6 CHAIRMAN OLSON: Okay. Are there any
7 questions/comments from the board or counsel or
8 any -- any public comments on -- on the overall
9 strategic plan that we've just gotten summarized
10 for us?

11 (None.)

12 CHAIRMAN OLSON: Okay. Don't see any. Must
13 be -- must be all well explained by you.

14 MR. LUCETTE: Thank you. Thank you,
15 Mr. Chair. Thank you and thank you all for your
16 participation.

17 CHAIRMAN OLSON: Okay. Thank you.

18 MS. LUDLOW: Thank you, Remy.

19 MR. CLARKE: Thank you, Remy. Nice job.

20 PUBLIC COMMENT

21 CHAIRMAN OLSON: Okay. So we are now at
22 public comment. And we don't have anyone
23 indicating that they want to make a public comment,
24 but I'll just ask. Any public comments for this
25 meeting?

1 (None.)

2 MEMBER COMMENTS

3 CHAIRMAN OLSON: Okay. We'll go on to member
4 comments. Any member comments?

5 Mr. Clarke?

6 MR. CLARKE: I have none.

7 CHAIRMAN OLSON: Ms. Ludlow?

8 MS. LUDLOW: No, but we miss the rest of our
9 members.

10 CHAIRMAN OLSON: Yes. And we are actually
11 about to adjourn. This is the shortest meeting --
12 oh, we have a comment. You can't let us make a
13 record on the shortest meeting, right?

14 MR. ROBERTS: No, I'll do that.

15 CHAIRMAN OLSON: Okay.

16 MR. ROBERTS: Just a reminder for the record,
17 which is the notice that based on the previous
18 request for guidance from the board that there is
19 an adversarial proceeding for which counsel has
20 requested guidance from the board and has resulted
21 in the scheduling of a shade meeting tomorrow
22 morning at 9:00.

23 CHAIRMAN OLSON: I believe it's at 10:00.

24 MS. LUDLOW: 9:00.

25 CHAIRMAN OLSON: 9:00?

1 MR. ROBERTS: The attorneys that will be
2 present -- that was -- right, that was at the last
3 meeting. The attorneys that will be present are
4 Jason Margolin, who's the counsel of record for the
5 adversarial proceeding; Jeremiah Blocker, general
6 counsel; and me. My name is Chad Roberts.

7 Right. And that is for the purpose of
8 discussing legal strategy and -- and legal
9 resources and guidance from the board for that
10 purpose. So just making sure that that's well
11 understood.

12 CHAIRMAN OLSON: Okay.

13 MS. LUDLOW: I'm glad you brought that up.
14 So --

15 CHAIRMAN OLSON: Okay. And then the last --
16 and the next regular meetings of this authority are
17 on May 8th, May 16th [sic], June 12th, and
18 June 26th.

19 So seeing -- hearing no further business, the
20 meeting is adjourned.

21 (Meeting was adjourned at 4:39 p.m.)

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CHAIRMAN OLSON:
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MR. CLARKE: [18]
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MR. HARVEY: [10]
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MR. LUCETTE: [34]
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MR. McKENDRICK:
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MR. ROBERTS: [3]
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MS. LUDLOW: [18]
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