

1 ST. AUGUSTINE - ST. JOHNS COUNTY AIRPORT AUTHORITY

2 Workshop Meeting

3 held at 4796 U.S. 1 North

4 St. Augustine, Florida

5 on Monday, April 18, 2005

6 from 1:02 p.m. to 2:27 p.m.

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8 BOARD MEMBERS PRESENT:

- 9 WAYNE GEORGE, Chairman
- BOB COX, Secretary-Treasurer
- 10 RANDY BRUNSON
- JOHN "JACK" GORMAN

11 BOARD MEMBERS ABSENT:

- 12 SUZANNE GREEN

13 * * * * *

14 ALSO PRESENT:

- 15 DOUG BURNETT, Esquire, Rogers, Towers, Bailey,
- 16 Jones & Gay, P.A., 170 Malaga Street, St. Augustine,
- FL, 32084, Attorney for Airport Authority.

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

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1 PROCEEDINGS

2 CHAIRMAN GEORGE: Call the workshop to order.

3 This is a workshop meeting for the purpose of
4 reviewing outstanding problems of the airport and
5 directions that the Authority members want to take
6 in the future.

7 Let's start with the Pledge of Allegiance to
8 the flag.

9 (Pledge of Allegiance.)

10 CHAIRMAN GEORGE: I think that Mr. Gorman is
11 probably the only one that made input to topics
12 that he would like to discuss. We kind of divided

13 those up into development -- discussions on our
14 development projects, how to handle those better,
15 or what the problems are, maintenance, you know,
16 and operations.

17 So, I'll throw it open to the board to bring
18 up the first problem. And since there's only
19 three of us here, we can jump around from
20 development, maintenance, and operations, any way
21 you want to.

22 MR. GORMAN: And clarify again that we are
23 discussing the problems in development or
24 problems --

25 MR. WUELLNER: Almost anything you want.

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1 CHAIRMAN GEORGE: Yeah. Basically, it's a
2 workshop to welcome the new member to the board
3 (indicating), Mr. Brunson, in. And Mr. Brunson
4 had made some comments in his running for office
5 that one of his platforms was to help correct some

6 of the problems that exist in the airport. So,
7 this is the same thing we did two years ago. We
8 had new board members on board.

9 Let's have an open discussion of what each of
10 us feel the problems are on the airport and come
11 up with some direction on where we'd like to go
12 with it. So, that's the purpose of this, as I
13 recall it. Ed, is that your recollection, also?

14 MR. WUELLNER: It is.

15 CHAIRMAN GEORGE: Okay.

16 MR. WUELLNER: Get outstanding issues and --

17 CHAIRMAN GEORGE: Mr. Gorman?

18 MR. GORMAN: As far as development?

19 CHAIRMAN GEORGE: Sounds good.

20 MR. GORMAN: As far as development, I
21 understand right now, we're at -- we're at the --
22 kind of a critical juncture. We've got to
23 probably approve --

24 MR. BRUNSON: Excuse me, Jack. My ears are
25 stopped up. Do you -- would you mind getting

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1 close to the mic so I can --

2 MR. GORMAN: Not at all.

3 MR. BRUNSON: Okay. I'm sorry.

4 MR. BURNETT: Ed --

5 MR. GORMAN: Yeah. I understand we're now at

6 a critical juncture right now as far as this

7 development of Araquay Park, and the fact that

8 we've probably got to approve an apron, you know,

9 basic apron out -- outlay or plan, because it's

10 one of those things that the FAA's -- those

11 standards that -- the design that I've seen, in

12 discussing it with Passero, is a design that's

13 minimal to meet FAA standards. And that's fine.

14 And it looks like a common-sense situation to

15 me. I may say with a caveat that it also looks

16 like you could have probably used this design and

17 built around some of the more onerous eminent

18 domain issues.

19 But it -- being that as it may, it looks

20 like -- I don't know if we need to discuss that

21 anymore, or are we going to have to -- when are we
22 going to have to approve that or --

23 CHAIRMAN GEORGE: But we have -- we have a
24 presentation --

25 MR. GORMAN: Right.

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1 CHAIRMAN GEORGE: -- today that 30 percent of
2 that plan --

3 MR. GORMAN: Right.

4 CHAIRMAN GEORGE: So, that would be the time
5 I would think that we would want to discuss it.

6 MR. GORMAN: Right. It's -- well, good.

7 Then -- then that developmental plan, I suppose,
8 we'll put off until those points of discussion --

9 CHAIRMAN GEORGE: Okay.

10 MR. GORMAN: -- come up, because that does
11 need to be discussed at length, although the basic
12 layout certainly looks like a good plan to me.
13 I've actually been through it with a car and a

14 bicycle and a GPS and everything else, and it's --
15 it looks like a relatively good layout.

16 CHAIRMAN GEORGE: But having gone through
17 that, are there any problems you see with the
18 process that we might want to change for future
19 development projects?

20 MR. GORMAN: Well, when you're going to
21 approve the overall apron layout -- I had recent
22 discussions with Passero and with Ed Wuellner and
23 with Bryan Cooper, and I'm happy to say that they
24 all seem to be on the same page I am about a
25 tasteful development, keeping a parklike setting.

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1 That's kind of -- but we still have to
2 approve this apron layout. And basically, to sum
3 it all up, that apron layout, you know, as
4 approved, looks like it will work, but it looks
5 like you might want to be able to oscillate or
6 move it around a couple of hundred feet one

7 direction or another to encompass utilizing the
8 flora that exists to the best potential.

9 CHAIRMAN GEORGE: Okay. Well, that's what
10 we'll talk about --

11 MR. GORMAN: Right. Exactly. At length.

12 CHAIRMAN GEORGE: -- at the regular meeting
13 this afternoon.

14 MR. GORMAN: That's fine.

15 CHAIRMAN GEORGE: One of the problems, you
16 know, that -- that I personally have in going
17 through some of the projects is I had this big
18 picture in mind, and that is everything that the
19 southern development area is going to eventually
20 be, and to have to go with a project of laying out
21 the initial apron without laying out this, I'm
22 just biting at the bit to get the whole thing
23 solved. And I think that's just -- you have to
24 understand the way the FAA or the Department of
25 Transportation works. You have to take it a piece

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1 at a time.

2 MR. GORMAN: I -- can I say something on

3 that?

4 CHAIRMAN GEORGE: Yeah.

5 MR. GORMAN: I think that the air -- the

6 apron layout is the critical one that the FAA has

7 to buy and that the other layouts, as far as

8 hangar placement and as far as actual facility

9 placement, is really up for grabs and really can

10 be moved around to suit both the needs of -- of

11 tasteful development and the needs of the airport

12 itself. I don't think that's a critical juncture,

13 as it's been explained to me. But the apron is.

14 And that's kind of why I brought it up that way.

15 And I know what you're trying to do; you want

16 to solve all of the problems of placement right

17 now so there's no glitches or caveats in the

18 future.

19 CHAIRMAN GEORGE: Yeah.

20 MR. GORMAN: I don't know if you can do that.

21 That'd almost be -- in my own thinking, having
22 talked to the engineers, it's almost an
23 evolutionary process. It takes a long time to do
24 it right.

25 CHAIRMAN GEORGE: Not mine. Mine's off.

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1 MR. WUELLNER: Too many -- too many variables
2 in the process.

3 MR. GORMAN: Exactly.

4 MR. WUELLNER: You've got to set your -- your
5 anchor, being the pavement, to a large extent, or
6 at least how it will ultimately lay out, and then
7 as you accurately said, the rest of it is -- is
8 evolutionary in that, you know, each building gets
9 developed on its own merits specific to the
10 particular tenant or project or needs that we've
11 identified. And that -- those layouts can be, use
12 the word tweaked, to -- to fit a site better, to
13 take advantage of -- of the flora and fauna or --

14 or whatever criteria you want --

15 CHAIRMAN GEORGE: Right.

16 MR. WUELLNER: -- to establish as being the
17 reason.

18 CHAIRMAN GEORGE: I was trying to bring the
19 discussion up a level to just say, our development
20 projects, do -- is there anything we want to
21 change in the process? And I was voicing a
22 concern of mine of, you know, we do this one and
23 this one and this one, and I'm going on blind
24 faith that they all go into the big picture at
25 some point down the road.

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1 And I'm not ready -- I'm not -- don't have
2 any suggestions to make, but how many times have
3 you been asked when you were doing, you know, the
4 apron? I think you got asked twice by Mr. Gorman
5 and three times by me.

6 Am I to understand that this is just to get

7 the first -- it has nothing to do with the --

8 MR. WUELLNER: Right. Right. And --

9 CHAIRMAN GEORGE: And even if you told us to
10 begin with, there are going to be 18 steps you've
11 got to get to before -- we're going to forget the
12 other 17 and go back to that, but...

13 MR. WUELLNER: One of the things we've done
14 somewhat historically, and as examples, would be
15 the original eastside corporate development area
16 and the northeast one. We'll -- we'll develop a
17 conceptual layout, much like we're kind of doing
18 on the south end.

19 The only difference is, we've got an extra
20 step in the south development area in that we're
21 identifying and anticipating using federal money
22 to develop the access and -- and the significant
23 portions of the apron; whereas, where in the --
24 the northeast and the eastside corporate
25 development areas, we're entirely state funded,

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1 which kind of knocked out a -- or added a
2 rigidity, if you will, to the -- to the south
3 project.

4 We developed a conceptual kind of drawing of,
5 this is how it would lay out or -- we -- we see it
6 laying out, without it being hard and fast about
7 the -- the actual building sizes. The -- the
8 relative location remains valid today, but the --
9 the specifics about individual buildings. For
10 instance --

11 CHAIRMAN GEORGE: This is, in essence, saying
12 the Master Plan is that conceptual thing --

13 MR. WUELLNER: In a way, yeah.

14 CHAIRMAN GEORGE: -- where we do pieces --
15 piece by piece.

16 MR. WUELLNER: Yeah. We kind of -- because
17 of the timing of the Master Plan in this case, the
18 south development is -- is relatively current or
19 fresh in terms of its layout, something we did not
20 have to our advantage on the north end, wherein we
21 developed kind of those conceptual drawings, or a

22 sketch, if you will, a layout sketch of how we saw
23 it developing.

24 Then we bring that back to you folks and say,
25 all right, this is how we see the north area or

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1 northeast area developing. We see, you know,
2 three hangars or four hangars being worked into
3 this -- this area. This is how we see the -- the
4 pavement expanding. This is how we see, playing
5 with the drainage a little bit. These are the --
6 the general changes in the access or whatever --
7 whatever was appropriate. We kind of give that
8 information to you at a -- at an Authority meeting
9 and say, do you see that being problematic? Kind
10 of get your -- your agreement or endorsement of
11 it.

12 It's not a construction project yet. It's
13 simply, this is how we see it laying out that
14 gives the engineers some general direction of the

15 Authority's not opposed to the overall layout,
16 although we don't know the engineering details.

17 And then the next time -- you're right, in
18 that there's a -- there's a, not a step that's
19 missing, but there's -- there's places for more
20 information if you want it.

21 From there, we would normally not bring
22 projects back to you, except for two things. The
23 first being, as we identify grant funds, if
24 they're not already in place at that point, we'd
25 be bringing those joint participation agreements

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1 or grants back to the Authority with some
2 explanation of how we expect to expend the money
3 within a project.

4 The other point where we'd normally see it is
5 postengineering. In other words, it's -- it's
6 already been bid by the -- by the existing policy.

7 You'd have a -- we'd have worked with, in the case

8 of the north area, east, with Ring Power or SK
9 or -- or Regency and -- and worked out the details
10 of their specific projects, had done the layout,
11 worked with the Water Management District. It's
12 literally to the point where it's ready to
13 construct, and we've got prices, firm prices from
14 contractors and we're now asking you to allow
15 construction award. That -- that would be the --
16 normally, the next time you'd see it, would be a
17 review of how much it cost and is there enough
18 money.

19 Then you typically are hands-off again, or
20 have been, until the keys are handed over and you
21 can either go, gee that worked great, or took a
22 year longer than we expected, you know, whatever
23 the circumstances are.

24 There's plenty of places for the Authority to
25 weigh in or even just be kept updated. And I

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1 think one of the devices we're using most recently
2 is that projects updates section in the
3 Authority -- or in the regular meeting. That's
4 something that we never really did, looking
5 backwards, until, what, the last year or so. I
6 don't remember how long we've been doing it. But,
7 you know, roughly a year, where we added that
8 section and -- and begin to -- or at least monthly
9 provide some encapsulation of where the
10 construction aspect is or where the development
11 phase is.

12 That's information you didn't really have.
13 And we can provide more detail on specific
14 projects you want -- want the detail on. There
15 may be some, it just doesn't much matter,
16 doesn't -- don't -- don't care to weigh in on.
17 They're not relatively -- not that they're not
18 important, but the scheme of things, they're not
19 something you've got a big interest in.

20 But we can -- we can certainly add or
21 subtract there as -- as you see fit. And even

22 additional approval locations, if there's

23 something that we don't want to have.

24 I can tell you historically, we -- a lot of

25 these things -- it's a very sterile kind of benign

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1 process, the way it is now, because historically,

2 previously -- previous airport authorities, as

3 least as long as I've been here -- I don't want to

4 use "didn't care"; they weren't into the details

5 of how the -- the layout would be or where the

6 pond would be or where the road access would be or

7 those kind of things. They just weren't

8 interested.

9 We could tell them the project was ready.

10 You could look at it prior to bid, have the plans

11 and specs out there for them to review or look for

12 through. There was just no interest. And when

13 you tried to make those presentations, it met with

14 kind of rolled eyes, like, do we have to endure a

15 presentation on, you know, the hangar number 3.

16 CHAIRMAN GEORGE: From your experience, do

17 most airport authorities or boards of airports, do

18 they operate in that manner? Which I know that

19 we're -- we're all detailed. We're -- we're out

20 there, you know, with GPS's walking the site

21 and --

22 MR. WUELLNER: I can tell you the most

23 helpful point is at the point we are, for

24 instance, with the south hangar. You know, it's

25 pre-expenditure or significant expenditure of

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1 dollars; where, if -- if there's a layout issue or

2 an aesthetic issue or an environmental issue or

3 something that's -- that's particular interest to

4 the Authority, that it gets weighed in and gets --

5 and gets heavily considered in design.

6 That's kind of stuff that's valuable to the

7 engineering team --

8 CHAIRMAN GEORGE: Yeah.

9 MR. WUELLNER: -- and certainly to Staff in
10 making sure it gets accomplished. If we don't
11 know that, at the end you go, gee, why did we tear
12 down every tree in Araquay Park?

13 CHAIRMAN GEORGE: Yeah.

14 MR. WUELLNER: Well, that's how we normally
15 do it. Doesn't make it right; it's just the way
16 it was done.

17 MR. GORMAN: It's -- to me, it's a critical
18 juncture to be able to evolve the process and make
19 a more -- more intelligent decisions.

20 MR. WUELLNER: And I --

21 MR. GORMAN: That's what I'm hoping that this
22 board -- so far, this board's really on board with
23 that, and I -- I love it.

24 CHAIRMAN GEORGE: I think so, yeah.

25 MR. WUELLNER: Yeah.

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1 MR. GORMAN: I think it's good.

2 MR. WUELLNER: And I would agree, but I -- I
3 think there are elements, or when you get to
4 certain parts of the project, it's not really
5 necessary --

6 MR. GORMAN: Right.

7 MR. WUELLNER: Arguably not as necessary.

8 You've now -- for instance, the -- the layout
9 of the building, not necessarily on the site, but
10 the layout of the -- the schematic drawing of the
11 building, you know, you're working with the tenant
12 at this point in most cases, and they're telling
13 you what the needs are.

14 And, you know, as long as there's nothing, in
15 Staff's opinion, that they're asking for that's
16 way out there in left field in terms of design
17 that makes it highly proprietary and unleaseable
18 later on and -- that we need to call your
19 attention to, I'm not sure it's helpful, you know,
20 to be tweaking or thinking you need to tweak where
21 the restroom's located in a 10,000 square foot
22 building. I mean, it may be interesting, but it's

23 kind of what the tenant wants. Just --

24 MR. BRUNSON: That's important to me, though.

25 MR. WUELLNER: If it's your building, I

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1 would, absolutely -- you know.

2 MR. BRUNSON: Get the levity in.

3 MR. WUELLNER: The tenant's really involved
4 at that point, not -- not so much the Authority.

5 CHAIRMAN GEORGE: Well, one of -- one of the
6 points that I was trying to make -- and I'm going
7 to ask for -- if everybody else feels the same
8 way, is -- is when a project is approved, maybe at
9 budget time or the first time it actually comes
10 up, if we have a -- I'm going to use the term a
11 Gantt chart or a PERT chart of all of the
12 functions that go into it, then we can always
13 refer back to it.

14 I know the Master Plan did that. They gave
15 us this nice long chart. And I'll be honest, I

16 never referred back to it. It never was presented
17 back in one of the project updates that, here's
18 where we said we're going to be and here's this,
19 that, and the other.

20 For instance, one project could be an initial
21 development of the southern development area. And
22 then that could have been the ramp had to be
23 approved and then this had to be approved.
24 Because I don't remember or I haven't checked my
25 notes, I don't know when the next step is. After

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1 we do the apron approval, when is the design for
2 the layout of the most critical needs? And that
3 is hangars at the present time. But if I had a
4 PERT -- a Gantt chart, a PERT chart, that would
5 tell me all the steps we've got to go in and how
6 much time it is.

7 I've been on this board for two and a half
8 years, and I have heard about the extension of

9 runway, you know, 13. And every now and then,
10 I'll say, well, how is that going? And I'll hear
11 that, well, we're getting ready to submit so and
12 so.

13 I don't have a big understanding of the
14 overall picture of all the steps and the time
15 frames that must happen.

16 MR. WUELLNER: Okay.

17 CHAIRMAN GEORGE: And what I'm wanting to
18 propose to the group is that we -- we give you the
19 decision to please come up with some -- with
20 something like that, that we can always relate
21 back to.

22 I have talked to Ed about the possibility of
23 coming up with something like that Gantt chart and
24 having a history notebook so that we have a
25 description of the -- of the project and we have

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1 the initial shot at the timing. And then every

2 month that we get a project update, we have a copy
3 of that one screen that goes in.

4 Not to be discussed out here at the table,
5 because I don't want to give Janet any more money
6 in her, you know, transcribing, but something that
7 the board members that are interested can go back
8 and say, okay, where has this project been from
9 the time we first started talking about it all the
10 way up to here? And I think that's kind of
11 lacking.

12 MR. GORMAN: It's -- there's a point. And
13 there's another point, and it follows his, is that
14 I've been on this board for two years, and for two
15 years, we've had over a hundred people on a
16 waiting list for general aviation hangars. And we
17 still have not got a stick in the ground.

18 MR. WUELLNER: Right.

19 MR. GORMAN: And we're moving ahead on it,
20 but he wants to, being ex-businessman, nail --
21 nail this time frame down.

22 CHAIRMAN GEORGE: How do you --

23 MR. GORMAN: And if you're going to get off
24 the tax rolls, you're going to have to nail these
25 time frames down and get things done, which is a

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1 good point.

2 MR. BRUNSON: That's -- that's my notes here,
3 that the only -- the Master Plan is a good tool,
4 and -- to make me understand where we're going and
5 what we might need, but it's only a tool.

6 But the main thing that I have on my mind now
7 is the business aspect of the Airport Authority,
8 of how much money do we have, how much can we
9 spend, how much money are we going to get? And it
10 seems like the main thrust now should be the --
11 the waiting list for hangars. And I think this is
12 a good idea, to know where you are in the past on
13 it and what you predict.

14 And some of these predictions are unknown
15 because of legalities, that we'd -- we'd like an

16 idea of how soon can we start to collect the
17 revenue.

18 CHAIRMAN GEORGE: Yeah, I have no earthly
19 idea that if things proceed according to Hoyle, we
20 will have hangars available for rent in July of
21 2000 and --

22 MR. WUELLNER: And whatever.

23 CHAIRMAN GEORGE: Please fill in the gap. I
24 don't know what that is.

25 MR. GORMAN: Thank you.

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1 MR. WUELLNER: Okay.

2 CHAIRMAN GEORGE: Well, it sounds like we
3 have a consensus here, if you guys don't object to
4 giving Ed the direction to come up with some sort
5 of thing that can take a project and give us some
6 better forecasting tools, something that we can
7 reference and go back. And --

8 MR. BRUNSON: Yeah. And then, of course, we

9 know you have restraints doing that, but --

10 CHAIRMAN GEORGE: And I don't see going back

11 and doing the old ones, no. It's just, you know,

12 let's start at some point. You know, I would like

13 to get the southern development area in one big

14 project, you know, kind of laid out like that with

15 some time frames.

16 But the other ones that we're already into,

17 let's just start fresh with the new ones that come

18 up.

19 MR. WUELLNER: Okay. And I think that --

20 that lays very well on top of the financial

21 forecast review when -- when you -- you know,

22 because a lot of this is, of course, tied to grant

23 funding to --

24 CHAIRMAN GEORGE: Right.

25 MR. WUELLNER: -- to make some of this

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1 happen. And that's a good time to, I think wrap

2 it back in, and then we'll keep the schedule --
3 we'll shoot to try and update the -- the financial
4 forecast, which we'll be doing anyway over the
5 next 60 days, thereabouts, tie that together with
6 the proposed development schedule and see how that
7 lays out. And then we'll get you -- keep you
8 informed on a -- on a regular basis at the -- at
9 the Authority meetings of how that is.

10 Now, keep in mind, you know, we're looking
11 out, in some cases, two or three years. There are
12 obviously going to be, you know, unpredictable
13 things that occur in there, and --

14 CHAIRMAN GEORGE: Well, and that's why I
15 would --

16 MR. WUELLNER: -- if I knew what they were,
17 we could predict them. But --

18 CHAIRMAN GEORGE: -- I would expect that the
19 original PERT chart would have a lot of slop in
20 it, so --

21 MR. WUELLNER: It's going to, you know --

22 CHAIRMAN GEORGE: -- so that hopefully we
23 beat some and -- and lose some, you know? But at

24 least it gives everybody a better feel for not
25 only the money that's involved, but what's the

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1 time frame.

2 MR. WUELLNER: Yeah.

3 MR. BRUNSON: You know, having said that,
4 though, I'd like to -- in business, you can -- you
5 can tie yourself up forever --

6 CHAIRMAN GEORGE: With paper.

7 MR. BRUNSON: -- with paperwork and -- and
8 Staff's time, and I would caution to make this as
9 simple as possible and not spend a lot of time on
10 it. You know where you are --

11 MR. WUELLNER: Okay.

12 MR. BRUNSON: -- and you know where you're
13 going. And if you'd just keep us informed of what
14 you think that -- as I say, pull out that crystal
15 ball that you keep in your bottom draw and try to
16 give us what you think is going to go on.

17 MR. WUELLNER: Well, we've got a major
18 revision of the financial forecast that -- this
19 year. You know, last year's, as we well informed
20 you, was based on the previous capital development
21 program. And with the Master Plan coming to an
22 end finally, and we have the information on
23 phasing and things of that nature and a revised
24 capital improvement program that comes out of
25 that, you know, it will get a significant tweak or

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1 adjustment this year. And then it should be a lot
2 more stable.

3 At that point, we're really only dealing with
4 projects out beyond six years at that point, that
5 we're -- where we would expect major fluctuations
6 in a program.

7 And there's still going to be variables. But
8 at least you have some idea what's -- what's
9 programmed and accepted by FDOT at this point

10 for -- for the next five years, which is largely
11 the framework we're working in, anyway.

12 CHAIRMAN GEORGE: Yeah. Okay. Any other
13 discussion item on -- in the area of development
14 plans and projects?

15 (No further discussion.)

16 CHAIRMAN GEORGE: Operations or maintenance,
17 whichever.

18 MR. GORMAN: Sure. You want me to start --

19 CHAIRMAN GEORGE: Yes.

20 MR. GORMAN: -- Mr. Chairman?

21 CHAIRMAN GEORGE: Uh-huh.

22 MR. GORMAN: As to the T-hangars, it was --

23 MR. WUELLNER: T-hangars?

24 MR. GORMAN: Well, it was amazing to me that
25 the last set of T-hangars made it through the last

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1 four hurricanes. I thought it was a little bitty
2 miracle.

3 CHAIRMAN GEORGE: Yeah.

4 MR. GORMAN: And I looked at some of the
5 condition of some of them and, of course, they're
6 really waiting to fall down. And yet, there's a
7 tremendous need for them. There's a tremendous --
8 I mean, the rentability is at a hundred percent.

9 So, there's one thing I'd like to address as
10 far as maintenance. I'm going to go right to
11 Doug, in other words, to make sure that this is a
12 real -- a real, very well-thought-out and very
13 well-executed hold harmless with these hangars,
14 because I can really see that one of these hangars
15 could fall on an airplane.

16 And yet I can see that -- for instance, I
17 have -- you know, I have a company airplane in a
18 hangar, and if it falls down on it, it's up to me
19 to provide insurance against its demise, should it
20 be in a hurricane. And I'd like that to be real
21 clear on those little T-hangars, because it seems
22 to be a while until we get them finished.

23 And there are some of them that I'm not

24 sure -- I like -- I really do think a lot of the
25 maintenance staff -- I've been maintaining things

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1 myself for years on ships and otherwise, and
2 it's -- there are some of them that are in really
3 dismal shape, and I don't know what can be done
4 about that.

5 There's also a couple of them that could be
6 refurbished and rented. And I have talked about
7 the numbers of that. It's almost a break-even
8 situation, although it does serve the needs of the
9 general aviation public to get two or three of
10 them back on line. So, the maintenance of the
11 hangars is -- of those old hangars is an issue.

12 MR. WUELLNER: And by "old hangars," you're
13 referring primarily to the port-a-ports?

14 MR. GORMAN: The little port-a-ports, right.

15 CHAIRMAN GEORGE: But the concept is the same
16 for all hangars on the field.

17 MR. GORMAN: Sure. And there's also issues
18 with some of the ones with rolling doors --

19 CHAIRMAN GEORGE: Yeah.

20 MR. GORMAN: -- as the last hurricane proved.

21 CHAIRMAN GEORGE: One of the things I'd like
22 to point out is in the financial model that Ed put
23 together for, you know, the -- get off the tax
24 rolls, one of the things that we had several
25 people object to was that, well, you're increasing

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1 your reserve fund.

2 Well, that was a direct result of us sitting
3 down with the CPA and saying, you know, do most
4 companies not have a sinking fund for the repair,
5 you know, of those buildings or the update of
6 those buildings to stretch their life out even
7 further?

8 And that's one of the reasons that the plan
9 called for us to increase that reserve from -- it

10 was \$1 million to -- no, one-and-a-half million?

11 MR. WUELLNER: It was from nonexistent to --

12 CHAIRMAN GEORGE: Yeah, but we had one -- we

13 have a reserve right now in the financials for

14 development, you know, of projects that might come

15 about of what, one-and-a-half, two million?

16 MR. WUELLNER: One point four, I think it is.

17 CHAIRMAN GEORGE: Okay. So, it was being

18 increased to \$6- to cover refurbishment of some of

19 the buildings. Remember the hangar, not the one

20 that Southeast Aero had, but we had some major

21 renovation problems we were staring in the face,

22 and we wound up putting a -- some sort of a

23 coating on the outside, you know, and painting it

24 and doing some rust-proofing on the inside, and

25 that supposedly extended the life another five,

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1 ten years.

2 I think that's what you're talking about, is

3 we need to start looking at them now.

4 MR. GORMAN: Not really. Just, in other
5 words, there's some maintenance issues with them
6 right now that need to be addressed, and probably
7 just, I think they could be done. I think that
8 they're a liability to the airport, and I don't
9 think the -- the cure for that is insisting on
10 insurance from the tenants.

11 I think the cure for that is just to shore
12 them up and insist on the proper hold harmless so
13 the tenants understand that these are old
14 structures.

15 And I'd like to -- your Gantt chart that's
16 right in there, I'd like to have a -- some idea of
17 when they're going to be replaced. You know,
18 that's -- that's into a discussion. That's part
19 of it.

20 MR. BURNETT: Well, if -- if I could just add
21 one --

22 MR. GORMAN: Go ahead.

23 MR. BURNETT: -- one comment to that. And --
24 and that is the airport does maintain airport

25 liability insurance through Old Republic

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1 Insurance. And I assume that would be extended to
2 cover -- the expansion into Araquay Park, for
3 example, that insurance is kept up to date.

4 MR. GORMAN: I understand that we're insured,
5 but we're not insured for the -- for the actual
6 demise of the aircraft, the contents.

7 CHAIRMAN GEORGE: The contents.

8 MR. GORMAN: In other words, the contents
9 aren't insured against damage at this point.

10 CHAIRMAN GEORGE: Does our lease specifically
11 state and -- and remind them that that --

12 MR. WUELLNER: Yes.

13 CHAIRMAN GEORGE: I think we've seen -- I've
14 seen some flier that you did send out, you know, I
15 guess in hurricane season, reminding us of that.

16 MR. GORMAN: Exactly.

17 MR. WUELLNER: It does two things currently.

18 It -- it informs the tenant. The lease informs
19 the tenant that we do not insure their aircraft,
20 you know, what's stored in the hangar, that that
21 is not covered. And the other, the lease
22 attempts, anyway, to inform them that we're not
23 liable for those -- the structure and, you know,
24 and the like, you know, in the event something
25 happens. I mean, it is just -- they are hangars.

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1 I mean, they're not --

2 MR. GORMAN: Right. Well, Ed's point is --
3 is --

4 MR. WUELLNER: Liability-wise.

5 CHAIRMAN GEORGE: Right.

6 MR. GORMAN: Right.

7 MR. BRUNSON: Ed, in your lease, do you give
8 them a procedure to inform us of what they
9 consider the problems with their hangar?

10 MR. WUELLNER: I don't know that it's spelled

11 out in there, but, you know, anybody that reports

12 any type of a maintenance issue is --

13 MR. BRUNSON: Okay. If you lease a home --

14 MR. WUELLNER: -- gets some response.

15 MR. BRUNSON: If you lease a home, you are

16 required to have -- not required, but most times,

17 you have either rental insurance, or in a home,

18 you have the homeowners insurance, and -- but we

19 don't require -- we don't get any kind of

20 documentation that they have this coverage, do we?

21 MR. WUELLNER: It's currently not required.

22 Your -- your lease, it was a source of a great

23 debate when I first got here. They were still

24 kicking around whether to make aircraft owners

25 provide that insurance or not. And it -- it's

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1 been around a number of times.

2 They finally settled on making sure that,

3 through the lease agreement, it was clear that we

4 are not insuring any portion of that, and that at
5 this point -- I think the language says something
6 to the effect of, at this point, we don't require
7 that you have insurance. It's not a condition of
8 the lease. It's entirely your option.

9 But as long as they understand, there is no
10 at risk --

11 CHAIRMAN GEORGE: What are my liabilities in
12 case my hang -- my airplane blows up and causes
13 damage to three other airplanes in hangars
14 adjacent to it?

15 MR. GORMAN: Then that's why you get
16 insurance.

17 MR. WUELLNER: Technically that's where our
18 liability insurance covers it.

19 CHAIRMAN GEORGE: I'm sorry?

20 MR. WUELLNER: Technically, that would be our
21 liability is going to step in and -- and cover --

22 CHAIRMAN GEORGE: Okay.

23 MR. WUELLNER: You know, unless you're
24 doing --

25 CHAIRMAN GEORGE: Other people, but not mine,

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1 yeah.

2 MR. WUELLNER: -- something that's malicious,
3 such as lit it, you know, on fire yourself --

4 CHAIRMAN GEORGE: Right.

5 MR. WUELLNER: -- in which case, you've got a
6 whole another problem. But generally, you know, a
7 normal risk pattern, we've already got.

8 What we don't insure is, you know, the
9 building collapsing on the hangar as a result of a
10 storm or some other, you know, catastrophic-type
11 event. I mean, if we do something, you know,
12 overtly or intentionally to -- to create a problem
13 that puts your aircraft at risk, then -- then I
14 truly believe our insurance covers that kind of a
15 risk. It's something we're doing that's creating
16 the risk.

17 But for -- for normal day in and day out,

18 it's not being covered by anyone, the aircraft,

19 that is. The building's always covered.

20 CHAIRMAN GEORGE: Yeah. I think what you did

21 last year, as far as notifying all of the tenants,

22 you know, of the insurance, what you did cover and

23 what you didn't cover, probably not a bad thing to

24 do annually at the beginning of hurricane season.

25 MR. WUELLNER: We need to find a better --

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1 even a better way to do that, because it's -- it

2 is a critical path item. And maybe that's some --

3 Cindy, maybe that's something we can work toward

4 getting as an insert to the invoicing or something

5 along that line, is another kind of fact sheet

6 along that line that reminds people, as we move

7 into hurricane season, that those risks are

8 theirs.

9 We -- we certainly would try to notify -- we

10 did that through the Pilots Association last time.

11 I mean, that's marginally effective. There are
12 certainly people that are on the airport that
13 aren't in the Pilots Association, not on that
14 e-mail list. You know, anything we can do to
15 spread the word that, you know, on approaching
16 storms, you may want to get your airplane out of
17 here. Our suggestion is, you know, you leave.

18 CHAIRMAN GEORGE: Yeah.

19 MR. WUELLNER: You know, it's still your
20 risk, but understand we're not covering your
21 airplane if you leave it in the hangar during that
22 event.

23 MR. BRUNSON: And -- and to take --

24 MR. WUELLNER: It may be perfectly safe in
25 the end of the day, but it may not be.

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1 MR. BRUNSON: And especially starting
2 September, in that area, we need to pay particular
3 attention to the maintenance requests.

4 MR. WUELLNER: Oh, yeah. Absolutely.

5 CHAIRMAN GEORGE: Do you think that --

6 MR. BRUNSON: Which you do, I'm sure.

7 CHAIRMAN GEORGE: Do you think it would be an

8 act of goodwill or required to send out a flier in

9 the next statement that says, if there's anything

10 that you feel is wrong with your hangar

11 maintenance-wise that needs attention, bring it

12 to --

13 MR. WUELLNER: Actually, we're --

14 CHAIRMAN GEORGE: I'm not saying that -- that

15 we're going to agree with them.

16 MR. WUELLNER: Actually --

17 CHAIRMAN GEORGE: At least you get it

18 documented.

19 MR. WUELLNER: I was going to say, actually,

20 something that will go on, I think it's later this

21 week, it starts, we, every year, have to recertify

22 all of those fire extinguishers. And part of what

23 we do at the same time, is we bring the

24 maintenance guy along, and they -- they pick up

25 any of the routine maintenance items that need to

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1 be done at that time and identify anything that's
2 glaring as a maintenance issue. And it gets
3 written up and converted to a work order at that
4 point.

5 They're not necessarily instantly reacted to,
6 but the general condition of the hangar
7 structurally is noted at that point, too. Allows
8 us to get in the theory of preventive maintenance
9 out of it a little, too. We have some success
10 with that program. We've been doing that about
11 two years now.

12 CHAIRMAN GEORGE: I'm just thinking that
13 we're not getting enough mileage out of it then.
14 Maybe the tenant needs to be notified that, I
15 found this and we're going to get this fixed.
16 Maybe that'll start --

17 MR. WUELLNER: I think we are doing that --

18 CHAIRMAN GEORGE: Oh, okay.

19 MR. WUELLNER: -- as a part of that same --
20 because we also have to schedule to get back in
21 there to do work, but --

22 CHAIRMAN GEORGE: Okay.

23 MR. GORMAN: My point would be -- I might as
24 well just bring it up -- is that some of the
25 T-hangars, the old ones, are in salvage condition,

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1 and if you let someone write up what they wanted
2 fixed, it would -- you'd have to pick the old one
3 up and slide a new one underneath it, because
4 it's -- there's that much wrong with them. And
5 that's why the caveat of trying --

6 MR. BRUNSON: Well, if you have anybody that
7 wants to do that, if they want to give up their
8 lease, I'll take it.

9 MR. GORMAN: See, there you go. There's the
10 ultimate solution, too, you know, is they've got
11 to move, because they're in salvage condition, you

12 know. That's the point, probably, to that

13 discussion on the maintenance of the --

14 CHAIRMAN GEORGE: What do you suggest? It's

15 a point to make, but what kind of resolution are

16 we -- what are we going -- what conclusion are we

17 going to come to?

18 MR. GORMAN: Make sure that the lease that,

19 when signed, or that the old leases do include

20 this, that the airport is held harmless against

21 damage to the contents.

22 CHAIRMAN GEORGE: How about the maintenance

23 of those?

24 MR. GORMAN: And make that Doug's, you know,

25 take a look at that.

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1 MR. BURNETT: I'll take a look at it. And

2 I --

3 MR. GORMAN: Regardless of maintenance. They

4 have to accept it in an as-in condition, actually.

5 That's what I would say.

6 MR. WUELLNER: There's a statement to that
7 effect.

8 MR. GORMAN: Exactly. That's fine.

9 MR. BURNETT: I'm pretty sure it's in there.

10 And I can -- we can get -- I can get back to you
11 on the exact wording. I thought I had one with me
12 on the firm lease -- on the form lease.

13 You may recall that, what was it, a year ago,
14 that we went through the process of y'all
15 approving the standard lease. And I -- I know
16 there's language in there addressing that subject
17 and addressing insurance issues, but I don't know
18 the exact terminology.

19 MR. GORMAN: Just as-is condition.

20 CHAIRMAN GEORGE: If you wouldn't mind
21 checking it, and then just e-mail all the board
22 members, that's good. We don't have to bring it
23 back up as long as it's not an issue. But you
24 don't want to do anything about the maintenance of
25 those that are, you know, not even salvageable?

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1 MR. BRUNSON: I think you're already doing
2 that.

3 MR. GORMAN: He is. I think they are doing
4 it now, and maybe just a -- just a pre -- a
5 prehurricane little push to make sure anything
6 that could be done is. And then like Randy says,
7 they are already doing it. But, I mean, that's --
8 the as-is condition is accepted on leases.

9 MR. BRUNSON: Probably that word "as-is."

10 MR. GORMAN: Yeah, that's exactly it.

11 The other issue I had with maintenance is the
12 fact that right now, we have a lot of maintenance.
13 This is a very unpopular thing for me to say. But
14 a lot of -- right now, we're utilizing all of
15 these maintenance personnel probably at a hundred
16 percent. I think that there will become a time
17 when, if all -- a lot of these buildings become
18 new, that the maintenance issues should probably

19 slow down.

20 That will have -- then require some scrutiny

21 as to the maintenance staff levels versus the

22 actual costs, you know, period.

23 MR. WUELLNER: I wouldn't disagree with that,

24 over time.

25 MR. GORMAN: Right now, I would say you're at

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1 a hundred percent; you've got so many things going

2 on at the field. But because of the lack of

3 houses --

4 MR. WUELLNER: That may not be the case

5 later.

6 MR. GORMAN: And because of the -- the new

7 construction of hangars, after a while, watching

8 the paint dry won't be necessary.

9 CHAIRMAN GEORGE: Well, that -- that

10 maintenance department has saved us a heck of a

11 lot of money.

12 MR. GORMAN: Oh, yes. I couldn't dis -- I

13 couldn't agree better right now, yes.

14 CHAIRMAN GEORGE: Look at -- look at the VOR

15 and the parking.

16 MR. GORMAN: That situation will change after

17 time, but I couldn't --

18 CHAIRMAN GEORGE: Right. Exactly.

19 MR. GORMAN: -- agree more right now.

20 CHAIRMAN GEORGE: Right. I think we need to

21 be able to toot our horn a little bit more there,

22 Ed, because they've done a heck of a job.

23 MR. WUELLNER: They do fantastic work.

24 CHAIRMAN GEORGE: They've saved the taxpayer

25 a ton of money.

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1 MR. WUELLNER: They do fantastic work.

2 CHAIRMAN GEORGE: Yeah.

3 MR. WUELLNER: I'm very pleased in general.

4 MR. GORMAN: There's a core of people that

5 are very talented.

6 CHAIRMAN GEORGE: Is this where you want to
7 talk about the comparative cost analysis of
8 airport operating, or are you going to --

9 MR. GORMAN: Yes. In other words, I'm -- I'm
10 starting to use a comparative cost analysis as
11 just being what this airport costs in terms of
12 maintenance, in terms of staff, in terms of
13 equipment, whether purchased or leased, versus
14 other airports its size; in other words, trying to
15 compare apples to apples and oranges to oranges.
16 And that's difficult, because you can get lost
17 in -- in the differences, rather than in the
18 similarities. And that's it.

19 I was -- used to call it an operational
20 audit. Now I'm calling it a comparative analysis,
21 because once you get past the comparative analysis
22 stage, then maybe you'll need an operational
23 audit. They're one and the same to me. It seems
24 easier to, and more descriptive, to call it a
25 comparative analysis. I think in some --

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1 CHAIRMAN GEORGE: One of our board members is
2 going to be at a place next month that'll give him
3 an ideal opportunity to snoop around and --

4 MR. WUELLNER: So is he (indicating). So is
5 he.

6 CHAIRMAN GEORGE: Are you going, too?

7 MR. GORMAN: Yes.

8 CHAIRMAN GEORGE: Oh, good.

9 MR. GORMAN: One of the reasons is, is to --
10 to, rather than just to sit there and -- and cry
11 wolf in the wilderness, I'm going to get some --
12 some background and some business cards --

13 CHAIRMAN GEORGE: Good.

14 MR. GORMAN: -- of people that actually do
15 that kind of work.

16 CHAIRMAN GEORGE: Well, talk to the guys at
17 AAHE. I think that they have some fairly good
18 cost, you know, data. Kind of like American
19 Hospital Association for hospitals; they know what

20 it costs, you know, a Medicare patient, what it
21 costs this. And so, maybe they have the costs all
22 boiled down to per operation, per takeoff and
23 landing. Not that that's necessarily significant,
24 but the higher you get, the closer these numbers
25 come together.

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1 MR. WUELLNER: I -- I don't disagree with
2 that approach at all. I think you're going to
3 find there's probably a serious void of real
4 meaningful data out there but, you know, where --
5 where we can do that, I'm -- certainly find it
6 valuable for our use. I mean, anything you can
7 learn about that -- what it costs other people to
8 do it and how they're doing it, or there are other
9 ways of doing it, that --

10 CHAIRMAN GEORGE: Absolutely.

11 MR. WUELLNER: -- would work -- work to your
12 benefit, we're certainly open to.

13 I -- I just think you're going to find that
14 at general aviation airports, you just don't have
15 staff levels and data-gathering capability
16 that's -- that's used there.

17 They're usually very, very poorly funded and
18 poorly staffed, and there's just not a lot of
19 analytical ability --

20 CHAIRMAN GEORGE: Yeah.

21 MR. WUELLNER: -- at -- at these kind of
22 airports.

23 CHAIRMAN GEORGE: Would you -- I know when
24 I --

25 MR. WUELLNER: This is probably light years

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1 ahead of most.

2 CHAIRMAN GEORGE: I spent hours on the phone
3 with the executive salary. It's hard as the devil
4 to find anybody that's just, you know --

5 MR. WUELLNER: Anything that just squares up.

6 CHAIRMAN GEORGE: -- a mirror image of what
7 we have here.

8 MR. GORMAN: When we talk about -- before, we
9 were talking about an operational audit, and we
10 were asked about scope and, of course, someone in
11 the public said, well, if I asked about scope, I'd
12 charge you \$350,000 to -- and the scope would
13 increase.

14 I think the scope that we need is very basic.
15 But I think that if you just don't dwell on the
16 details and dwell on basic size and basic leases
17 and basic operational parameters, that you're
18 going to come to a common sense viewpoint of what
19 really this should cost; in other words, keeping
20 the scope basic, but keeping it, the overview,
21 complete, you know, not dwelling on details.

22 MR. WUELLNER: I'm wondering if it wouldn't
23 be more helpful to identify the -- I mean, I'm
24 suggesting there must be areas of some kind of
25 concern that there could be a shorter-term focus

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1 on gathering that kind of information than taking
2 a more generic or vanilla approach to gathering,
3 you know, data that may or may not be of even
4 interest.

5 MR. GORMAN: Well, for starters, you just
6 look at airports in similar metropolitan areas and
7 look at their budgets, look what they spend their
8 money on. In other words, just do it at that
9 level, a very most basic in scope.

10 MR. WUELLNER: Okay. Budget level,
11 initially, okay. That -- that would be easier to
12 get to; that's for sure.

13 MR. GORMAN: Most basic, and go from there.

14 CHAIRMAN GEORGE: Within our payroll system,
15 do the employees keep time to specific areas, like
16 how much is done to lawn and, you know,
17 landscaping? How much is done to maintenance?
18 How much is -- how many hours are spent?

19 See, if nobody else does that, I don't know

20 if that's going to be a --

21 MR. WUELLNER: We do, but --

22 CHAIRMAN GEORGE: -- something we can compare

23 to.

24 MR. WUELLNER: -- we're probably very unusual

25 in that area. Well, for -- for maintenance

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1 functions. We don't do it for administrative

2 functions, but we do it for -- for maintenance

3 functions.

4 I have a general idea -- it would be easy

5 enough to put together the raw data relative to

6 what we -- what we spend or accumulate time toward

7 in mowing, for instance, operations all year or --

8 MR. GORMAN: Time sheets versus jobs. In

9 other words, you have -- you can actually

10 accumulate that data without lots of angst.

11 MR. WUELLNER: Literally, it's -- it's

12 available to us. Yeah. We -- we require that

13 information from our maintenance staff daily.

14 MR. GORMAN: That would be my point, to
15 the -- when the houses, we have less houses and we
16 have less old -- in other words, that we would
17 have to do a comparative analysis of how much
18 you've got and what you're paying for as far as
19 staff and as far as equipment.

20 MR. WUELLNER: Yeah.

21 MR. GORMAN: As simple as that.

22 MR. WUELLNER: I think you're going to find
23 over the last couple of years, a sig -- you know,
24 while our home inventories have begun to decline
25 dramatically, while we didn't spend a lot of staff

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1 time in those homes, anyway, a lot of that was
2 done contractually, the maintenance, primarily
3 because it was such specialty work and required
4 particular licenses with the county in order to do
5 certain contractor --

6 MR. GORMAN: I've got a bit of an issue with
7 that. Originally when I asked, what do all these
8 staff do, when I first got on board here, they
9 said, oh, they all work on all these houses, which
10 made sense to me.

11 And so, I'm just going to put that up as just
12 a -- throw this contentious bit of -- you know,
13 that's what I was told. And now all of a sudden,
14 I'm said it was done contractually. So, I'm
15 trying to figure out which to -- where to go.

16 MR. WUELLNER: There are -- there are
17 certainly --

18 MR. GORMAN: That's the reason for my --

19 MR. WUELLNER: Yeah.

20 MR. GORMAN: -- constantly bringing up this
21 operational --

22 MR. WUELLNER: There are -- there are certain
23 things that are certainly done in-house, minor --
24 minor level adjustments, repairs, some minor
25 replacements, you know, toilet bowl flaps, things

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1 like that. We'll dedicate somebody to run over
2 and make those kind of changes without hiring a
3 hundred dollar plumber to do that type of thing.

4 But when it becomes significant -- and those
5 rental homes tended to do that. A roof needs to
6 be replaced. You know --

7 CHAIRMAN GEORGE: Air-conditioning.

8 MR. WUELLNER: -- significant plumbing
9 problems. Yeah, there's just stuff that
10 happens --

11 CHAIRMAN GEORGE: Rotted floor, you know.

12 MR. WUELLNER: -- during the course --
13 especially with 60 rental homes at that time.

14 It was -- it was a lot more prudent for us to
15 use people who had expertise in those particular
16 areas, get quotes for roofs and have those people
17 do the work, versus our guys who might see one
18 roof every three years, attempting that and -- and
19 using oodles more staff time than -- than is of
20 benefit to us.

21 We would also tend to be the first point of
22 contact. So, when a maintenance request came
23 through, our folks would go out and do an initial
24 evaluation of what the problem was, or suspected,
25 to avoid an expensive service call that "My water

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1 pump doesn't work," and you find the breaker off,
2 or just needed reprimed or something along that
3 line. That's easily done in-house.

4 While we wouldn't go through a full well
5 replacement or something else in-house, we -- we
6 were able to kind of find the line of where the --
7 do the diagnostic, if you will.

8 CHAIRMAN GEORGE: But their time in the past
9 has been allocated to those types of projects.

10 MR. WUELLNER: It has.

11 CHAIRMAN GEORGE: And so that data is
12 available.

13 MR. WUELLNER: And with a lot of those houses

14 coming off the inventory, we've been able to
15 reutilize, if you will, that staff time on project
16 work. And by that, I mean such as the parking
17 lot, installation of airfield lighting and things
18 of that nature, the VOR relocation, larger-scale
19 projects that otherwise would have gone to bid --

20 CHAIRMAN GEORGE: Yeah.

21 MR. WUELLNER: -- and would have been paid to
22 contractors at significantly higher rates than it
23 could be done in-house. So, we -- we've found
24 a -- you know, a cost benefit on that side.

25 Perhaps, you know, we could have done a

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1 little more of a zealous effort in what we did
2 in-house on homes. You know, we can argue that
3 back and forth probably indefinitely.

4 Are our guys capable of doing a lot of that
5 house maintenance? Yeah -- at the bottom level,
6 yeah, they are. Was it -- was it ever probably

7 worth building a large maintenance staff to do
8 that? I never could get comfortable with, it made
9 sense financially.

10 For what we were spending annually on
11 maintenance, you know, you were looking at several
12 staff positions. And to get the cross-section of
13 expertise in -- in one or two persons, it's pretty
14 hard to do.

15 MR. GORMAN: Do you -- do you see -- do you
16 see maintenance staff levels increasing or
17 decreasing in the immediate five-year period of
18 time?

19 MR. WUELLNER: I don't see any significant
20 adjustments. I think you'll find that even in our
21 eleven-year financial expertise or -- expertise or
22 financial --

23 CHAIRMAN GEORGE: Model?

24 MR. WUELLNER: Model, that's what I'm looking
25 for. You know, you didn't see staff come up

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1 dramatically.

2 I mean, I -- I have this question posed to me
3 every year about, well, why -- you know, it seems
4 like there's maintenance not getting done;
5 shouldn't we bring more staff on? Should we do...
6 You know, there are periods of the year where we
7 cross-utilize guys that do grass cutting as a
8 primary responsibility for eight months a year,
9 that we use painting or doing other things that
10 are, you know, on off-season, if you will, when --
11 when their time's available to us, or much more
12 available to us.

13 So, I think we get a pretty good general
14 utilization over the year without increasing the
15 numbers. I don't -- I don't see us -- any
16 significant expansion of that, unless there was a
17 significant expansion of facility that we were
18 responsible to maintain. And I don't see that on
19 the horizon.

20 Our corporate leases, you know, have

21 purposefully been constructed so that those
22 routine maintenance obligations continue to reside
23 with the tenants, you know, that we don't go in
24 there having to replace, you know, washers and,
25 you know, and the like every day. Leave those

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1 things to them after they're out of warranty.

2 But development of things like Araquay Park
3 add general maintenance area that we don't
4 normally do, such as pavement maintenance,
5 edge-of-pavement maintenance. There's just
6 general cleanup, you know, control over some
7 aspects in there.

8 It's stuff we're really not doing today
9 because it's residential in character and not
10 really appropriate for us to go running around
11 picking up paper off neighbors' yards, you know,
12 arguably.

13 You know, later on, that's our neighborhood,

14 that's our property, that's our development and
15 our -- part of what people are paying rent to
16 enjoy. And -- but I still don't see it as an
17 expansion of staff, really.

18 You know, I -- my personal feeling is, you're
19 looking at the same level of maintenance in terms
20 of people for the foreseeable future. I just
21 don't see it going da, da, da, da, da, you know,
22 (indicating) up with anything we're doing.
23 It's -- you've still got grass to cut, but
24 they're --

25 MR. BRUNSON: How many people do we have on

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1 maintenance now; do you know, approximately?

2 MR. WUELLNER: Currently, seven? I believe
3 it's seven.

4 MR. BRUNSON: Seven?

5 MR. WUELLNER: And -- and a wide variety of
6 expertise. I mean, there's -- there's a little

7 bit of everything there. I've got guys that, you
8 know, are not much more than grass cutters and
9 landscapers, all the way up to folks who do fusion
10 splicing on fiberoptic cable, so...

11 MR. BRUNSON: Does it -- does it concern you
12 that -- that you would send a maintenance person
13 up on a roof to repair shingles?

14 MR. WUELLNER: Yeah.

15 MR. BRUNSON: It would me. Licenses and --

16 MR. WUELLNER: Especially somebody that
17 doesn't know what they're doing.

18 MR. BRUNSON: -- workmen's comp. And get --
19 the State of Florida's real -- just can't do what
20 you want to do sometime. You have to hire
21 licensed contractors.

22 MR. WUELLNER: Absolutely. That's part of
23 why we used -- and the homes in particular,
24 because you had such a different level of
25 liability, in my mind. They're -- they're --

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1 you're dealing with life safety issues at a
2 different level than -- than you are in a
3 T-hangar, at least in my opinion.

4 And as a result, there are things you don't
5 want to compromise. You don't want an amateur in
6 there determining how to wire if -- if they don't
7 truly understand what's going on in a home. And,
8 you know, hiring an electrician makes sense.

9 It also doesn't make sense for me to send a
10 guy who's -- kind of has a familiarity with
11 air-conditioning units to be out there wasting a
12 half a day trying to figure out whether -- what's
13 wrong with the AC unit, when I can have the AC
14 company out, in and out in an hour, and, you know,
15 for a hundred bucks, it's fixed or whatever the --
16 I mean, obviously that's case by case, but --

17 CHAIRMAN GEORGE: Well, let -- let's leave
18 that item then for you two guys going to AAAE, and
19 if you come up with some ideas, and let's bring it
20 back up as an agenda item.

21 MR. WUELLNER: I can put you directly in

22 touch with some -- some folks that run
23 similar-sized operations. Pick their brains. I
24 mean, these guys are fantastic about sharing
25 information out there. I mean, any --

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1 CHAIRMAN GEORGE: Oh, yeah. They were in the
2 salary survey.

3 MR. WUELLNER: As we do. I mean, we --

4 MR. BRUNSON: Is Sanford one of them?

5 MR. WUELLNER: They're one that would be
6 available to talk to. They're a -- kind of a
7 different level of operation than we are, but --

8 MR. BRUNSON: I bumped into Representative
9 Mica's representative down there, and invited me
10 to go down and meet the -- the person that runs
11 that, and he called me --

12 MR. WUELLNER: They're nice folks. We -- we
13 know most of them, you know, through -- through
14 Florida Airports Council.

15 MR. BRUNSON: Yeah. So, that would be a fun
16 thing to do, too.

17 MR. WUELLNER: I think --

18 CHAIRMAN GEORGE: Speaking of that --

19 MR. WUELLNER: -- at least last year and year
20 before, they've been --

21 CHAIRMAN GEORGE: -- would you guys be
22 interested in a trip to Lake City to go meet the
23 guys at the Department of Transportation? The
24 guys that are actually doing some of the funding
25 or our interface, if you will.

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1 MR. BRUNSON: Sure.

2 MR. WUELLNER: They'll come over.

3 CHAIRMAN GEORGE: I'd rather go there.

4 MR. WUELLNER: I mean, there's not much to
5 see there. I mean, it's a --

6 CHAIRMAN GEORGE: I've already seen all this.

7 MR. WUELLNER: Okay.

8 CHAIRMAN GEORGE: I think --

9 MR. WUELLNER: I think you're looking at an

10 office about the size of Donna's, is the extent of

11 what their -- I mean, the operation's huge, but

12 the aviation part of it is about that big.

13 CHAIRMAN GEORGE: Yeah. But that puts it all

14 in perspective, too. Yeah.

15 MR. BRUNSON: Well, we could also incorporate

16 visiting the FAA controllers' facilities. Not far

17 from there, is it?

18 CHAIRMAN GEORGE: In Lake City?

19 MR. BRUNSON: Where is the --

20 MR. WUELLNER: There's one in Hilliard.

21 MR. BRUNSON: Hilliard.

22 CHAIRMAN GEORGE: Hilliard is -- yeah.

23 MR. BRUNSON: Which is not too far.

24 CHAIRMAN GEORGE: That's north.

25 MR. GORMAN: Considering --

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1 CHAIRMAN GEORGE: That's north of Jax. Huh?

2 MR. GORMAN: Considering how much taxpayer

3 money we are in control of, it seems like as

4 much -- the more we know, the better off we are.

5 MR. WUELLNER: No doubt. Absolutely.

6 CHAIRMAN GEORGE: I agree a hundred percent.

7 MR. BRUNSON: That's what we're here for.

8 MR. GORMAN: That's very true.

9 CHAIRMAN GEORGE: Well, what if -- what if I

10 propose the following: You guys, when you go to

11 the AAAE, come up with some ideas, you know, as

12 far as the cost and what you would be looking at,

13 but then when you come back, let's see about

14 finding some airports that are similar in size,

15 and maybe we all go down en masse and meet, you

16 know, with them and spend the day, buy them lunch

17 or vice versa.

18 MR. GORMAN: That would -- that would provide

19 a very basic-in-scope --

20 CHAIRMAN GEORGE: Absolutely.

21 MR. GORMAN: -- comparative analysis.

22 CHAIRMAN GEORGE: Yeah.

23 MR. GORMAN: That's fine.

24 MR. WUELLNER: I'm sure all of those same
25 places you identify would share budget information

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1 or anything else. They're -- all of that stuff's
2 public information. They've got the same
3 restrictions on that that you do.

4 CHAIRMAN GEORGE: Let's put this on the
5 agenda, then, for June of -- you guys -- when is
6 the next meeting?

7 MR. WUELLNER: We've got one in May,
8 actually.

9 MR. BRUNSON: May 16th.

10 CHAIRMAN GEORGE: You guys will be back what,
11 the 4th or 5th?

12 MR. WUELLNER: Yeah, 4th.

13 CHAIRMAN GEORGE: Maybe you could give us a
14 little report at that time and have it as an

15 agenda item, say, where do we go from here?

16 MR. WUELLNER: Okay.

17 MR. BRUNSON: Good idea.

18 CHAIRMAN GEORGE: All right.

19 MR. GORMAN: That's fine.

20 CHAIRMAN GEORGE: Okay. Next area on your

21 list I think is already covered, about the general

22 public's ability to interact with the airport. Is

23 that covered by the plans for the apron, you know,

24 the parks and everything? Is that what you were

25 talking about or --

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1 MR. GORMAN: Public -- yeah, public -- I just

2 think it's very important -- I'll just make a

3 statement -- very important to include the public,

4 and -- and I think that both Mr. Wuellner, as

5 Mr. Cooper and Passero & Associates, they all seem

6 to be feeling that this is all possible. And it's

7 not expensive; it doesn't cost any more to do

8 that. It's just a -- just more careful planning.

9 So, that public access part is being covered, I

10 think, in a -- in a really well way.

11 Policy-wise, I did want to individually

12 review one policy at a time and just add a caveat

13 or two to the policies to allow the policies to be

14 more fair to the public and also protect the

15 director when necessary.

16 I have one of them ready to go now, if --

17 whenever you want to do that. It's the gate

18 access policy.

19 CHAIRMAN GEORGE: Well, you brought it up.

20 Let's go ahead and discuss it.

21 MR. GORMAN: Let me get my notes.

22 CHAIRMAN GEORGE: This is a workshop, so no

23 decisions --

24 MR. GORMAN: Right.

25 CHAIRMAN GEORGE: -- you know, of spending

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1 money or anything like that can be made --

2 MR. GORMAN: There's no --

3 CHAIRMAN GEORGE: -- because it has to be

4 brought before the general; is that correct?

5 MR. WUELLNER: Yeah. You can discuss

6 anything; you just can't take action on it.

7 MR. GORMAN: No money -- no money required

8 for this one. It's just an insert. And as to

9 access to other -- access in other public

10 interface policies.

11 And it's my thought that, philosophically, we

12 can't limit the public's -- access to policy to

13 just one individual. And having secondary and

14 final access to the board protects both the

15 director, the executive director, and the public.

16 And by allowing the final decision for things like

17 access to be the board's, if necessary, this

18 provides a manner -- a manner and matter of check

19 and balances.

20 And, for instance, I had a -- and it's not

21 printed up. I asked Christine to do it, but I

22 think she got confused. It's on this disk. It's

23 just an insertion of a phrase in policy 99-03,
24 under number 2, entry number 2, "Nontenants of the
25 airport shall be required to substantiate to the

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1 satisfaction of the executive director the need
2 for unescorted escort to airside airport areas."

3 In the matter of a dispute on that, I wanted
4 to just add some bit of wording. And I have the
5 wording on this disk, but unfortunately, I think
6 Christine made 12 copies of this. So, if we'll
7 just bear with me and we'll -- I can pass this
8 out, but I'll have to get it off this disk. I
9 don't know what happened to Christine.

10 CHAIRMAN GEORGE: Okay.

11 MR. WUELLNER: Just a couple-of-minute break
12 and that's it.

13 MR. GORMAN: Break or bring it back up later.

14 It's -- I don't think -- it's the --

15 CHAIRMAN GEORGE: I'm just thinking, you

16 know, you --

17 MR. GORMAN: It's under "Access." It's the
18 last entry on that. Great.

19 CHAIRMAN GEORGE: I think that any of the
20 board members, if we see a policy that we think
21 needs to be changed, you know, have the
22 responsibility and the right to bring it up and
23 ask it to be added as an agenda item. You've
24 already even gone to where you put the verbiage in
25 there that you, you know --

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1 MR. GORMAN: It's suggested verbiage.

2 CHAIRMAN GEORGE: That's fine, but it gets
3 your point across much easier.

4 MR. WUELLNER: What -- what --

5 MR. GORMAN: This is an agenda item --

6 MR. WUELLNER: Yeah.

7 MR. GORMAN: -- that was going to be brought
8 up in the last meeting, and you rightfully said,

9 well, do we bring this up or am I here, am I not
10 here? And that was fine. And so, we can -- I
11 can -- we can discuss this as -- or we can just
12 put it on the agenda for next meeting. Doesn't
13 matter.

14 MR. WUELLNER: Either way. You might --

15 MR. GORMAN: I don't think anybody's going to
16 have any contentious --

17 MR. WUELLNER: Either way, you're not taking
18 action. You can't take action until next meeting,
19 either way. So, if you want to kick it around and
20 get some feel for --

21 CHAIRMAN GEORGE: Fine. What is it?

22 MR. BRUNSON: What are you trying to
23 accomplish, Jack?

24 MR. GORMAN: What I'm trying to accomplish is
25 allow -- in other words, there's a very

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1 contentious issue.

2 Remember we had a man that was evicted from
3 the -- his hangar? I knew the man and, you know,
4 I got to be an acquaintance of his. Even though I
5 was hoping that the board would suggest to allow
6 this fellow to have another chance, I actually
7 thought that the board's decision, being no, he's
8 evicted, was good; it was fair. It was not just
9 my opinion; it was the opinion of the entire
10 board.

11 And that protected Mr. Wuellner from being
12 coined as an unfair individual. And it also
13 protected the individual's right, because he had
14 basically a hearing amongst the other executives
15 that were in charge of the board, the executive
16 board here. And so, I thought that was a fair
17 thing. Even though it didn't go the way I wanted,
18 it was a fair thing.

19 And I just wanted that verbiage entered into
20 this. And you'll see the exact verbiage. And
21 maybe Doug wants to fix it, but -- or put some
22 lawyeresque on it, whatever you want. But I think

23 it just allows a check and balance, so that,
24 bottom line, the director is not the final -- he
25 cannot finally deny anyone access to the airport.

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1 That's one. That protects an individual from a
2 director that is unfair.

3 And, two, the director can throw up his
4 hands, should someone be very contentious about
5 the issue and say, listen, just take it to the
6 board. The point -- so we don't have any
7 frivolous points to this is the fact that the man
8 can -- the entity or individual can be directed by
9 the -- can be told by the director, listen, just
10 write the board or call the board.

11 But two or more board members would have to
12 want to put it on the agenda to have a hearing
13 about it. That allows any frivolous nature that
14 would go away. You'd have to have two people say,
15 well, this looks like something we really need to

16 look at, or it would be obvious that the opinion

17 would have to be --

18 MR. WUELLNER: Just --

19 MR. GORMAN: You'll see what I mean.

20 MR. WUELLNER: Just so I understand

21 procedurally what you're -- what you're trying to

22 do, is you -- so there would be a -- an appeal

23 mechanism, effectively.

24 MR. GORMAN: Yes. Exactly. And just

25 inserted into it. And that -- but the appeal

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1 would have to be two or more board members, and

2 then --

3 MR. WUELLNER: If they should --

4 MR. GORMAN: -- they would have to be

5 individually contacted by the individual that had

6 contested the issue.

7 MR. WUELLNER: Oh, I see. Okay.

8 MR. GORMAN: And that each board member, two

9 or more, would have to want this on --

10 MR. WUELLNER: I guess my question would be,

11 do you really want --

12 MR. GORMAN: Well, my --

13 MR. WUELLNER: -- those kind of contacts

14 individually? I mean, wouldn't it be more, I

15 think structurally better if that request or

16 information is provided in writing, disseminated

17 to you folks, and you guys make that decision,

18 versus them contacting you individually?

19 MR. GORMAN: I think that their -- their

20 ability in policy to contact the board members

21 individually gives them a check and balance.

22 MR. WUELLNER: Well, they -- they can always

23 do that.

24 MR. GORMAN: Not just you. It could be any

25 director.

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1 CHAIRMAN GEORGE: They have that ability.

2 MR. GORMAN: Could be any director.

3 MR. WUELLNER: They can always do that. And
4 all I was saying is --

5 MR. GORMAN: And it's not part of the policy.
6 It is not part of the policy that that can work.

7 MR. WUELLNER: Yeah. I don't think we're
8 disagreeing with you there, that's it's in policy
9 or something already. All I --

10 MR. GORMAN: I would like it in the policy.

11 MR. WUELLNER: All -- all I was saying is, is
12 in an effort to document what that issue is and --
13 and have it completely disseminated among the
14 board, that that be provided to us in writing by
15 the individual.

16 MR. GORMAN: Sure. It has to be.

17 MR. WUELLNER: They can still contact you
18 individually.

19 MR. GORMAN: Sure, they can. But, I mean,
20 it's not part of policy now. In other words --

21 MR. WUELLNER: It is not. That's correct.

22 MR. GORMAN: Right. And I would just -- it's
23 just a simple phrase, in addition and -- and part

24 of the entry number 2, under Criteria For
25 Obtaining Access Card, and it fixes the problem.

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1 If the executive director has been accused of
2 allowing unfairly access, he can hand this
3 verbiage to someone accusing him of -- of being
4 unfair as to these access decisions. And then
5 should members of the board decide that that case
6 warrants an actual discussion, then it can be a
7 board agenda item.

8 And if -- if this man cannot convince two or
9 more board members it's good, so be it; the
10 executive's decision's -- director's decision
11 stands. It just allows a check and balance.

12 MR. WUELLNER: In the absence of intervention
13 by the full board, then that stands.

14 MR. GORMAN: Yes, exactly.

15 MR. WUELLNER: What -- whatever it is.

16 MR. GORMAN: And if the board doesn't want to

17 put it on as an agenda item --

18 MR. BRUNSON: You have some thoughts on that,
19 don't you?

20 MR. BURNETT: Yeah. The biggest concern that
21 I have on that is one that deals with the problem
22 you can get in with governmental board members
23 being polled outside of an actual board meeting.

24 MR. GORMAN: Oh, we're not going to go into
25 sunshine law on this, are we?

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1 MR. BURNETT: Yeah, I actually am, believe it
2 or not.

3 MR. GORMAN: I don't -- I would -- I'd have
4 to --

5 MR. WUELLNER: This can stay outside. This
6 can be -- this can be handled properly in the
7 sunshine.

8 MR. GORMAN: In other words, we're talking
9 about this piece of policy is thrown to a man, and

10 that -- that's contesting the issue, and then each
11 one of the board members can be -- is -- and this
12 is a public entity. You're now the public. And
13 now you contact the board members. But the board
14 members don't interact amongst themselves; they
15 just decide whether this is an issue that they
16 want to contact the executive director on or
17 whether this issue is business.

18 CHAIRMAN GEORGE: From a procedural
19 standpoint, I would think that it would --

20 MR. GORMAN: Right.

21 CHAIRMAN GEORGE: -- come up when we approve
22 the agenda, that that would be, we've had a
23 request from an individual to be added to the
24 agenda, and it involves this particular --

25 MR. GORMAN: Exactly.

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1 CHAIRMAN GEORGE: -- blah, blah, blah. Do
2 you board members want it? That would --

3 MR. BURNETT: Yeah.

4 MR. WUELLNER: And I think more importantly,

5 you still need to provide some documentation back

6 to this office or file relative --

7 MR. GORMAN: Sure.

8 MR. WUELLNER: -- to what the --

9 CHAIRMAN GEORGE: What the issue is.

10 MR. WUELLNER: What the issue is and, you

11 know, we can properly disseminate as a board so

12 that all five of you get the same gripe, if you

13 will, at least the writing portion.

14 MR. BRUNSON: I'd rather -- I'd would rather

15 this --

16 MR. WUELLNER: They can still talk to you.

17 MR. BRUNSON: I'd rather this say that the

18 individual or entities disputing access may --

19 CHAIRMAN GEORGE: Make a formal --

20 MR. BRUNSON: Not may, but must.

21 MR. WUELLNER: Submit a written --

22 MR. GORMAN: Contact? Fine.

23 MR. BRUNSON: Must contact the board members

24 directly.

25 MR. WUELLNER: No. I think -- I think you

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1 want to say provide a written --

2 MR. GORMAN: That's fine.

3 CHAIRMAN GEORGE: Request for a hearing.

4 MR. WUELLNER: To --

5 MR. BRUNSON: Okay.

6 MR. WUELLNER: Detailing the basis for --

7 MR. GORMAN: Fine.

8 MR. WUELLNER: -- your request. And then --

9 then I'll just get tasked with making sure you get

10 that -- at that meeting, the item's on the agenda

11 already, and it's up to you to decide whether you

12 hear it or not at that meeting. That way, all of

13 that's done publicly. If two of you decide you

14 want to hear this matter, great; it goes on and

15 you have an agenda item. If not, it's pulled off

16 the agenda.

17 MR. GORMAN: And the correspondence is
18 individual. In other words, you're just going to
19 get --

20 MR. WUELLNER: Yeah. They can still talk to
21 you individually at that point.

22 MR. GORMAN: Sure. You can talk to us
23 individually or --

24 MR. WUELLNER: Yeah, absolutely.

25 MR. GORMAN: -- or that -- or we can just pen

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1 a letter back saying this has merit, to you.

2 MR. WUELLNER: No, no, no.

3 MR. GORMAN: To you.

4 MR. WUELLNER: That -- that's where Doug's
5 got the problem, and I'm going to have a problem
6 with it. We cannot poll you as to whether you
7 want it on the agenda.

8 MR. GORMAN: No.

9 MR. WUELLNER: What I can do is put it at --

10 on the table at a meeting, and you decide whether
11 you're going to hear it or not hear it. That's --
12 that's appropriate.

13 MR. GORMAN: Fine. Whichever --

14 MR. WUELLNER: It's accomplishing the same
15 goal, I believe.

16 MR. GORMAN: Whichever mechanism is proper,
17 is all. Then that's fine, Doug. I didn't mean to
18 jump on you about that.

19 MR. BURNETT: No, that's okay.

20 MR. GORMAN: I'm practicing for later.

21 MR. BURNETT: What -- there's -- there's --
22 there can be a problem when -- when folks are out
23 polling --

24 MR. GORMAN: Right. I understand.

25 MR. BURNETT: -- board members who are going

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1 to vote on an issue before it comes up. The way
2 Ed's suggesting, it mechanically works.

3 MR. GORMAN: That's fine.

4 MR. BURNETT: That's not a problem.

5 My -- my other -- and since this is a
6 workshop, I'll provide a little more comment,
7 though. Is it that the access issue is -- is
8 important to warrant this type of policy, or is
9 this something where, on all of the policies,
10 someone's always going to have this type of
11 appellate right, because -- and the reason I ask
12 that is it seems to me --

13 (Pause in the proceedings.)

14 MR. BRUNSON: Slow poke.

15 COURT REPORTER: Go ahead.

16 MR. BURNETT: It seems to me, and as we
17 encountered with that particular situation with
18 that person who wound up losing their hangar, and
19 as I think we've encountered other -- other times
20 during the meetings, that folks will get up during
21 public comment and voice where they have a problem
22 with something, or this is an issue, and can you
23 ask Staff to look into it, and we talk about it
24 next meeting, or that's in reality, what does

25 happen, they bring up an issue, y'all get informed

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1 about what that issue is, and then subsequently,
2 Staff is -- is -- looks into it, or maybe even
3 individual board members look into it some, and
4 then it's talked about more at the next meeting,
5 so --

6 MR. GORMAN: But that's not clear to the
7 public in a matter of policy. And that's all I'm
8 trying to do, is clarify that that -- that that
9 particular situation can be exercised into by the
10 public. And there's --

11 CHAIRMAN GEORGE: Do we have a policy --

12 MR. GORMAN: -- more than one policy.

13 CHAIRMAN GEORGE: Do we have a policy that
14 defines our policies? In other words, do we have
15 a policy that says, Anything that, you know,
16 affects, you know, blah, blah, blah, the Airport
17 Authority will have a policy and it will be

18 published and it will be made available to the
19 public, et cetera, et cetera?

20 MR. WUELLNER: No, not --

21 CHAIRMAN GEORGE: Okay. See, that way, if
22 you put this clause in that one, it covers all of
23 them, anytime you have an objection.

24 MR. GORMAN: Yeah. And that would -- that
25 would work. The only thing is, is that -- when --

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1 when there's a contentious issue; in other words,
2 if he hands somebody the policy, I -- I just
3 wanted it individually in some of these policies
4 that might be contested by the public so it's more
5 clear --

6 CHAIRMAN GEORGE: Yeah.

7 MR. GORMAN: -- you know. And even though
8 you're saying that you could have an overall rider
9 to it --

10 CHAIRMAN GEORGE: Yeah.

11 MR. GORMAN: -- which would work, but then,
12 again, it's buried in the legalese of the rider
13 and it's not clear to the public.

14 MR. WUELLNER: I was going to say --

15 CHAIRMAN GEORGE: But if we can approve the
16 language, then we can add it to any one that we
17 want to add it to.

18 MR. WUELLNER: I was going to say, you've got
19 two ways of doing it. You can amend the specific
20 policy to include that kind of language, or you
21 can create a policy that just says -- you know, a
22 right-of-appeal policy, if you want to call it
23 that. But then you've got to hand them both
24 policies, as -- as you're pointing out, to get --

25 MR. GORMAN: Right. I'm just -- to be more

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1 clear, I'd like to amend the policies that need
2 it, and then maybe an overall rider, whatever.

3 (Whereupon, Mr. Cox enters the room.)

4 CHAIRMAN GEORGE: I hope lunch was good.

5 MR. BRUNSON: I think -- Doug, you've got

6 enough information to think about what you

7 could -- the verbiage we could put with that,

8 don't you?

9 MR. BURNETT: Sure. Yeah. I've got the

10 language that Mr. Gorman offered, so...

11 CHAIRMAN GEORGE: I -- I would want to make

12 sure that if the individual writes a letter to

13 Mr. Wuellner, then Mr. Wuellner puts his position

14 or the reason they made that decision --

15 MR. GORMAN: Sure.

16 CHAIRMAN GEORGE: -- on the letter that comes

17 to us --

18 MR. WUELLNER: Happy to do it.

19 CHAIRMAN GEORGE: -- should the individual be

20 given a chance to rebutte (sic) that before it

21 comes to us -- or refute that. Excuse me.

22 MR. WUELLNER: They would ordinarily be

23 encouraged to attend and represent their position

24 at the Authority meeting, I mean --

25 CHAIRMAN GEORGE: I was hoping --

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1 MR. WUELLNER: -- in addition to that.

2 CHAIRMAN GEORGE: I was hoping we could get,

3 you know, I have a piece of paper here that

4 explains what the guy's problem and approach is; I

5 don't think we ought to hear it. That way, I

6 don't even hear it without having to listen to

7 him. But --

8 MR. BRUNSON: But you owe it to him to listen

9 to it.

10 MR. GORMAN: That's the point.

11 CHAIRMAN GEORGE: All right. So, we've got

12 some direction to come put something together like

13 that with a different --

14 MR. WUELLNER: Uh-huh.

15 CHAIRMAN GEORGE: -- alternative. Any

16 alternative way that you want to handle it to get

17 the point across --

18 MR. BURNETT: That does --

19 CHAIRMAN GEORGE: -- and then bring it up at
20 the May meeting.

21 MR. BURNETT: That does bring up an
22 interesting point that I guess Mr. Brunson was
23 just alluding to; you're going to hear it just in
24 order to decide whether or not you're going to
25 hear it.

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1 CHAIRMAN GEORGE: That's right. That's
2 what -- that's why I was trying to get one piece
3 of paper that I could have all the facts that I
4 wanted, I could make a decision from that fact,
5 and when it comes up, you know, all of those in
6 favor of hearing this, signify by aye. And like
7 I'll signify if I don't want to.

8 MR. WUELLNER: Well, you get -- you get two
9 different -- I call it two different policy level
10 things going on here. One creates the right of

11 the public to create the appeal. And then you've
12 got another one, which is just staff direction, in
13 my opinion, which is telling me that when we
14 receive those appeals, that we provide a
15 background of history of our actions, if you will,
16 or basis for our actions, and append that to
17 the -- to the request for an appeal as we forward
18 it along.

19 I don't think you need to incorporate that
20 into the -- the gate card policy or whatever --
21 whatever you're calling it.

22 The first part, you do. I think that's the
23 part the public interfaces. The other is staff
24 direction that says, when you receive these, we
25 want some detail. We want to know why this guy is

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1 writing this letter.

2 CHAIRMAN GEORGE: Yeah.

3 MR. GORMAN: This is just -- the point being

4 that -- that the access to the board is specified

5 in the policy, period.

6 MR. WUELLNER: No problem at all.

7 MR. GORMAN: Whatever language that Doug has

8 no angst about.

9 CHAIRMAN GEORGE: All right. Next item on

10 your workshop thoughts was 125 acres of land west

11 of U.S. 1.

12 MR. GORMAN: I've been real clear about that.

13 I mean, I don't see -- you know, in that I -- I

14 haven't got that printed up, either. But I don't

15 see the vision in retaining it, because I don't

16 ever see actually building another chunk of

17 airport on the other side of the road. I don't --

18 I don't think it's -- I don't think there's much

19 sense to it.

20 To for -- to retain it for the use of -- of

21 just providing a 10-year plan that the

22 government -- that the FAA will buy is fine. But

23 to actually use it for -- to build another half of

24 an airport, requiring another tower, and then

25 bisected by, you know, a major highway, be about

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1 1,500 feet that I can see, you know, I can't

2 imagine waiting.

3 The absurdity is -- and it's almost

4 humorous -- is waiting at the -- at the -- the

5 crossing where the -- while the train goes by with

6 your little propeller running. That's actually

7 what you'd end up having there if you're going to

8 actually use it for that.

9 And I, again, to just let the cat out of the

10 bag, don't see retaining it just for use as an

11 industrial park, because I think you're using

12 municipal money as kind of an investment fund to

13 do nonaviation development. And that says it all.

14 I wish we could trade it for something that

15 would actually be an airport later on.

16 CHAIRMAN GEORGE: Did our consultants for the

17 Master Plan consider the option to cope with the

18 growth that was anticipated to go to another

19 location and create another airport? I thought I
20 remembered us talking about it.

21 MR. WUELLNER: Yeah. But I think that's
22 entirely outside of the Master Plan scope, about
23 another location. It would be something --
24 because this really is a Master Plan item, and I
25 would encourage you to talk about it this

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1 afternoon when you're talking about the Master
2 Plan, but --

3 CHAIRMAN GEORGE: Well, I think that what
4 Mr. Gorman is saying, is that's not a Master Plan
5 issue. It's just a --

6 MR. WUELLNER: It's entirely a Master Plan
7 issue.

8 MR. GORMAN: It should be, and it's not -- it
9 should be. We're -- we're lost in the details, I
10 believe, right now of the fact that the FAA is not
11 ready for site selection, because the FAA hasn't

12 addressed overcapacity issues, and which is
13 probably true.

14 But, nevertheless, allowing yourself to be
15 stymied by that little bureaucratic caveat, shows
16 no vision to the actual needs that may exist in
17 the future.

18 And the time is now to start trying to maybe
19 trade that land to someplace that's far more
20 usable for an airport, which would be in the
21 flatlands of Hastings or wherever, west -- west --
22 in the western county area. Because expanding
23 this airport across the railroad track is
24 nonsensical, and yet that's what we have on paper.

25 And I'd -- I would never come off that,

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1 because I can't see the -- the -- the engineering
2 firm did a wonderful job of shoehorning in, you
3 know, a runway in that area. But does that make
4 any sense? No. Does it -- is it good for a

5 Master Plan to turn in for future funding? Well,

6 I suppose so.

7 But, I mean, there's no real vision in that,

8 in continuing with that Master Plan.

9 CHAIRMAN GEORGE: Yeah.

10 MR. GORMAN: I don't see it, and I could

11 never be convinced otherwise.

12 CHAIRMAN GEORGE: Mr. Cox?

13 MR. COX: Yeah. Well, just -- just to

14 alleviate some of your concerns, it's very easy to

15 have a flyway over the -- the road and -- and the

16 railway. I go over them all the time in a much

17 heavier airplane than we'd be considering for

18 another second airport.

19 I'm not sure I agree with trading of property

20 for land to go onto another airport somewhere

21 else. That would be outside of our purview, to

22 have an air -- I mean, assuming we're going to

23 incorporate that airport into the St. Johns County

24 Airport Authority's purview --

25 CHAIRMAN GEORGE: Yeah.

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1 MR. COX: -- and have it out in Hastings and
2 all that, then we've got twice -- if we've got
3 this 125 acres that's ours now, and it's -- the
4 people -- you know, our -- our consultants that
5 did the Master Plan had to take it into
6 consideration, because it's stuff we have. We
7 have to look at it now because we have it.

8 CHAIRMAN GEORGE: Right.

9 MR. COX: Trading it out, I mean, yeah, that
10 could be a possibility. I think we had to look
11 into the future, just -- just because it was
12 there. We had to do it just because it was there.

13 But I don't see it as being insurmountable to
14 have another runway. I'm not sure I'd -- I'd
15 agree with going to the full-blown airport on the
16 other side and all that other kind of stuff, but
17 having another runway with a bridge coming to this
18 side is commonplace.

19 MR. GORMAN: You've got to have another

20 tower.

21 MR. COX: No, you -- why?

22 MR. GORMAN: Because that's part of what we

23 discussed before, because the line of sight does

24 not allow the tower --

25 MR. COX: I think --

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1 MR. GORMAN: You have to raise maybe the

2 tower.

3 MR. COX: Yeah, I know, but I mean, it's --

4 we're getting outside of the scope of workshop, I

5 think.

6 CHAIRMAN GEORGE: Well, no, we're discussing,

7 you know, in the workshop, what is not under

8 everybody's crow but, you know, is a concern of

9 theirs.

10 And I think that Mr. Wuellner brought up a

11 good point; we're going to have another

12 presentation today on the Master Plan. Maybe

13 that's a time for you to ask them, Did you

14 consider it?

15 Because I know one of your concerns is we

16 keep investing money here when we need it down

17 there. But 20 years from now, do we trade this --

18 sell this land and buy the land down there? Are

19 we in the same situation?

20 MR. GORMAN: No. Right now, you could get

21 the land over there. Later on, there will be a

22 patchwork quilt of developments that's going to

23 require that -- you're going to have noise

24 problems. You're going -- later on, there'll be a

25 patchwork quilt of developments which is going to

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1 make it impossible to develop that area, as far as

2 far as an airport.

3 MR. COX: Which area?

4 MR. GORMAN: West of here.

5 CHAIRMAN GEORGE: Someplace, yeah.

6 MR. GORMAN: Anyplace west of here.

7 CHAIRMAN GEORGE: Yeah.

8 MR. GORMAN: Yeah, basically. I mean, that
9 would be what's going to happen.

10 CHAIRMAN GEORGE: Are you suggesting that in
11 addition to what we already have in the Master
12 Plan, that we set -- set our sights on acquiring
13 additional land?

14 MR. GORMAN: No. I was talking -- I thought
15 we gave direction to Staff before, and I -- and
16 about looking into the feasibility and the
17 possibility of trading that land to some other
18 government entity or to the St. Johns Water
19 Management District -- and there's a lot of people
20 involved here -- to possibly have another site
21 west that would be more apropos for an
22 overcapacity issue later on.

23 I'm just not agreeing --

24 CHAIRMAN GEORGE: Well, I think that's what
25 we asked --

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1 MR. GORMAN: -- with Bob. That's all.

2 CHAIRMAN GEORGE: -- the Master Plan guys,
3 did they consider, you know, another location that
4 would handle our capacity in a better fashion.

5 MR. GORMAN: I don't think they were directed
6 to do so. I think they shoehorned in a runway
7 when they could, because that's what they were
8 directed to do on -- but I'm not sure that that
9 was -- that shows any vision. And I'm just going
10 to stand on that, I mean, because with
11 overcapacity issues, I still see that propeller
12 turning.

13 If the Florida East Coast -- let me argue
14 with Bob for a while. That's hard to do. I can't
15 imagine that little propeller turning with those
16 gates down. It would be --

17 MR. WUELLNER: Call it a debate.

18 MR. GORMAN: It's a major -- it's a major --

19 MR. COX: Here's -- but here's the way it

20 works, Jack, is there's -- there's no gate,
21 there's no propeller turning. You -- you simply
22 have a bridge that goes over the -- the highway
23 and the railroad. It's at every major airport in
24 the United States.

25 MR. GORMAN: I've seen Atlanta and all, and I

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1 see your point, but I don't see it happening.

2 MR. COX: And we go -- and we -- if we have a
3 line-of-sight problem with the tower, we simply
4 build the tower bigger. I mean, you've got Dulles
5 and you've got -- Chicago O'Hare can see 16 miles
6 in either direction. So, I don't -- I don't see
7 that as an issue, either.

8 MR. GORMAN: You really would increase -- you
9 would really -- I mean, the flyovers in Atlanta,
10 with the tremendous cost of that and everything
11 else, versus the size of this airport versus the
12 availability of land --

13 MR. COX: That's what I'm --

14 MR. GORMAN: -- out in the west? I mean,
15 that's my point.

16 MR. WUELLNER: I don't think you've got --
17 you -- you don't have this -- I would not
18 recommend -- I don't necessarily disagree with the
19 thought process of looking at something west in
20 the county and, you know, as conceptual idea.

21 I'm not sure that I generally jump out of the
22 box, excited about making investments in that area
23 yet. I'd want to know a lot more about potential
24 demand there as to whether it would make any sense
25 in the foreseeable future to even financially be

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1 involved over there.

2 The part that bothers me in the scenario is
3 disposing of what you already own. I -- I could
4 not -- I personally, as a staff person, could not
5 support disposing or in any way relinquishing

6 control over property that otherwise assists in
7 solving a problem until you've identified a -- you
8 know, are prepared to invest in a solution
9 somewhere else.

10 MR. GORMAN: Well, you've got to compare --
11 you've got -- you've got compatible land use, you
12 know, caveats that you're going to have to, if it
13 was traded, it would have to be traded, that it
14 would encompass those issues so that you wouldn't
15 have a comparable land use.

16 But I -- I'm just going to disagree with Bob.
17 I can't imagine running a flyover over there.

18 MR. COX: Well, at the very least, this --

19 MR. GORMAN: I just --

20 MR. COX: -- the land we have here is
21 increasing in value as we -- as we speak. We sit
22 here on it, so getting rid of it -- I'm hitting on
23 something that Ed just said -- is getting rid of
24 it, I mean -- and I'm sure that Randy could help
25 along those -- with that logic, too, getting rid

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1 of land we already own, probably, to do something
2 out somewhere else is --

3 MR. BRUNSON: Unfortunately, you go to
4 Palatka, and come back this way, and look at
5 what's on the drawing board now and how much land
6 cost is already, we're way behind the curve on
7 that.

8 MR. GORMAN: You'd have to -- it would have
9 to be actually traded to a government entity. I
10 almost agree with you on that. And -- but if --
11 waiting any longer at all, it's an impossibility,
12 because you'll have that patchwork quilt.

13 MR. WUELLNER: But, here's your -- here's
14 your quandary, and that's what I tried to identify
15 to you in the -- in the response or the white
16 paper, whatever you want to call it, that I gave
17 you a month or two ago.

18 The -- the quandary you've got is that you --
19 you certainly could make that decision that

20 there's another site in St. Johns County or an
21 area that you want to seriously consider as a
22 future airport development site.

23 The Authority, I think, could make
24 investments financially into property out there
25 for that purpose -- that stated purpose.

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1 I think the problem you've got is, unless
2 it's -- if you're going to look to other than
3 Authority money to do those investments, you are
4 not going to get that money at this phase. The
5 "What if, Could be, Some day, Likely," even though
6 it all makes sense, these -- the federal
7 government and the state government just simply
8 don't make investments on those parameters.

9 You're going to have to do some serious study
10 efforts and satisfy some serious requirements to
11 get their financial participation.

12 MR. GORMAN: Again, we're locked into the

13 caveat that -- that the FAA is not prepared for --

14 for another site selection --

15 MR. WUELLNER: No argument.

16 MR. GORMAN: -- on -- because there's no

17 overcapacity issue. But, again, I'm going to go

18 with the vision problem that I have, that I just

19 don't see expanding past this major run -- this

20 major railroad and this major road, you know.

21 MR. WUELLNER: I -- I don't think the two are

22 tied. You do.

23 MR. GORMAN: I think they're tied --

24 MR. WUELLNER: You do. I don't. I -- I

25 think you've got two distinct issues.

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1 One's the -- the dissolution of the property

2 on the north end, and the other is entirely

3 different, which is the selection of a site way

4 out in the future of someplace in wherever. And

5 while it might make sense on the surface to sell

6 one off and buy the other, that's where you're
7 going to have the problem.

8 Those entities participated in the purchase
9 of that original property. They're going to have
10 to consent in how you do that. They don't treat
11 it any differently just because it's your
12 property, and -- at this point, legally and in
13 title. It still was their money that bought it.

14 They still reserve the right to tell you that
15 if you sell that property, their answer to the
16 problem may be, okay, fine; you send back the
17 money we invested in that, and whatever's left
18 belongs to the Airport Authority, if the
19 Authority -- because that's within the purview of
20 your charter -- wants to make those investments in
21 Hastings or wherever you deem it proper, you may
22 do that.

23 But you're not going to get their money and
24 their participation based on that "what if,"
25 whether you sell that property tomorrow or retain

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1 it.

2 My point being, hold on to the property. If
3 you satisfy the criteria in Hastings, or wherever
4 it is, then you've got a basis for approaching the
5 federal government or the state government and
6 saying, Look, our plan is to sell off this 125
7 acres and we'll reinvest it out there in -- now
8 that we have a plan that says it's a good place to
9 put the airport.

10 MR. GORMAN: Way too late. Now is the only
11 time. Then will be way too late, because you will
12 have so much development in there, you will have
13 compatibility issues that are not going to be
14 resolved later.

15 MR. WUELLNER: Short of that, you've got to
16 look at --

17 MR. GORMAN: You've got to have 125 acres
18 that sits there.

19 MR. WUELLNER: -- a hundred percent Authority
20 money.

21 CHAIRMAN GEORGE: Well, we're getting close
22 to the end of this workshop.

23 MR. GORMAN: Okey doke.

24 CHAIRMAN GEORGE: So, why don't we bring it
25 up when we get to the Master Plan.

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1 MR. WUELLNER: Bring it up in the Master Plan
2 here in a couple of hours.

3 CHAIRMAN GEORGE: We'll go over it there.
4 Any other points that you wanted to make, Jack?

5 MR. GORMAN: No, I'm about talked out.

6 CHAIRMAN GEORGE: Randy?

7 MR. WUELLNER: We're just getting started.

8 CHAIRMAN GEORGE: I know you've got a cold
9 and don't want to talk.

10 MR. BRUNSON: No. I think we've covered
11 everything. I'm just real pleased that the board
12 seems to be in consensus of watching dollars real
13 close and -- with a plan to get off the tax rolls

14 as quickly as possible and make the right business
15 decisions, and I'm very pleased with that.

16 I agree with Jack on a lot of things, that we
17 just need to look at things close and make sure
18 we're doing everything right. And I think we've
19 got -- we've got a plan to do that.

20 I think the convention will be good for me.
21 And would -- just seems that everything is looking
22 at watching the dollars extremely close and not
23 doing anything foolish.

24 I have one little question, Ed --

25 MR. WUELLNER: Uh-huh.

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1 MR. BRUNSON: -- that you've talked about
2 over and over and over. By some miracle, if -- if
3 some commercial flight wanted to do a little
4 commuter here, what are we looking at as far as
5 security and gearing up for -- for that?

6 MR. WUELLNER: Well, there are obligations

7 that rest with the Authority, and then there are
8 obligations that rest with the airline itself, and
9 literally, if you come to a meeting of the minds
10 to make sure that Parts 107, -8 and -9 are
11 complied with on the airport.

12 And I don't -- I'm not trying to be vague,
13 but it's a direct result of the circumstances
14 surrounding that service, and a -- and a function
15 of aircraft size, frequency, and also in some
16 cases where the aircraft is going to.

17 MR. BRUNSON: Really?

18 MR. COX: And from.

19 MR. WUELLNER: And from, for that matter,
20 yeah.

21 MR. COX: Very convoluted, actually.

22 MR. BRUNSON: I just noticed in the Super
23 Bowl and other times when the Georgia team came
24 in, that you had a little metal detector out there
25 and everybody was on the ramp and -- and I've

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1 noticed in Valdosta, where I go a good bit, that
2 people check in, and then they walk out to the
3 plane, and all in an open area, and it's not too
4 sophisticated.

5 And so, I guess what you're saying, it just
6 depends.

7 MR. WUELLNER: And -- and it can be that
8 simple, and it can be as complicated as, you know,
9 the major air carrier airports. It's -- it's
10 really a function of the level of service and the
11 types of aircraft being involved.

12 Arrivals are almost never a problem, because
13 we almost have to do nothing, other than basic
14 crash/fire rescue kind of efforts. But departures
15 is -- is cumbersome nowadays.

16 You know, we literally had to have TSA come
17 down, set up an outpost to screen passengers and
18 baggage, prior to departures of flights such as
19 the three Delta Airlines flights around Super
20 Bowl. They literally established a -- kind of a

21 subset of Jacksonville International for purposes
22 of security and did something along the same lines
23 as they would do at Jacksonville International
24 prior to departure.

25 You know, there again, you know, the

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1 charters, arrivals, no problems. Arrivals are the
2 easy part. It's when you're leaving and going,
3 that aircraft is going to another secured area on
4 another -- on an airline airport, you've got a
5 problem.

6 The other function is, now, almost regardless
7 of where the aircraft's going, if it's operated by
8 a 121 carrier, or in certain cases a 135 operator,
9 you've got requirements based on the size of
10 aircraft. So, it's not simple.

11 MR. BRUNSON: Okay.

12 CHAIRMAN GEORGE: Okay. Mr. Cox do you have
13 any comments at all?

14 MR. COX: (Shakes head.)

15 CHAIRMAN GEORGE: Okay. Then I will close

16 this meeting, and we'll take a little break before

17 the 2:30 gets started.

18 (Thereupon, the workshop concluded at 2:27 p.m.)

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1 REPORTER'S CERTIFICATE

2

3 STATE OF FLORIDA)

4 COUNTY OF ST. JOHNS)

5

6 I, JANET M. BEASON, RPR-CP, RMR, CRR, certify

7 that I was authorized to and did stenographically
8 report the foregoing proceedings and that the
9 transcript is a true record of my stenographic
10 notes.

11

12 Dated this 1st day of May, 2005.

13

14

JANET M. BEASON, RPR-CP, RMR, CRR
Notary Public - State of Florida
My Commission No.: DD102224
Expires: April 30, 2006

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