

ST. JOHNS AIRPORT AUTHORITY

Workshop

held in The Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Tuesday, December 13, 2022

from 4:00 p.m. to 6:58 p.m.

\* \* \* \* \*

BOARD MEMBERS PRESENT:

ROBERT OLSON

BOARD MEMBERS ABSENT:

REBA LUDLOW  
JUSTIN MIRGEAUX  
SUZANNE GREEN

NEWLY ELECTED BOARD MEMBERS:

JENNIFER LIOTTA  
DENNIS CLARKE

\* \* \* \* \*

ALSO PRESENT:

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

\* \* \* \* \*

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

2 MR. LUCETTE: Good evening. Good afternoon.  
3 Thank you for coming. Welcome to -- to you, Bob  
4 current members, and board members elect.

5 My name is Remy Lucette. I'm with  
6 Ricondo & Associates, and tonight I'll be assisted  
7 by Ryan Lenda also with Ricondo & Associates and  
8 Michael Audino who is helping us facilitate those  
9 workshops.

10 This is a second workshop that we're doing for  
11 the board, and this is to help prepare the  
12 strategic airport business plan for the Authority.  
13 We have a three-hour agenda. We'll provide a break  
14 about midpoint through the -- through the session.  
15 We'll use that break a little bit to, you know,  
16 take a break, do what we have to do, and also start  
17 thinking how we're going to transition from  
18 strategic issues that we'll be discussing into  
19 strategic. So that give you a little bit of time  
20 to refocus and -- and see where those strategic  
21 initiatives could go.

22 After -- after we kick off the meeting, Ryan  
23 will go over just a few slides that summarize the  
24 key feedback that we received from the stakeholders  
25 when we met, both the different groups of

1 stakeholders as well as the online survey  
2 respondents. And after that, we'll pass it over to  
3 Michael who will facilitate the discussion on the  
4 SWOT analysis, the definition of strategic issues,  
5 and the identification of some strategic  
6 initiatives.

7 At the end of the workshop, if we have time,  
8 which we may have since it's a smaller time, we  
9 would like to discuss development scenarios. And  
10 we'll explain what these are for, but essentially  
11 the development scenarios, we -- we were tasked  
12 when we scoped the project to have room to evaluate  
13 certain scenarios.

14 So if the board decides to implement certain  
15 initiatives, what could be the impact and the  
16 results of those initiatives? And if we decide not  
17 to do certain things, what would be the impact of  
18 not implementing certain actions? If we don't have  
19 time to talk about that tonight, we'll pick it up  
20 at the next board meeting.

21 So, two primary objectives tonight. The first  
22 one is to talk about the SWOT analysis. We want to  
23 hear your feedback in terms of where you see the  
24 SWOT for this airport. And we'll share some of the  
25 feedback that we've received from the survey

1 respondents as well.

2 The second primary objective will be to  
3 identify strategic initiatives. This is not the  
4 final strategic initiatives, this is your initial  
5 input for us to consider.

6 And then we'll come back at the third  
7 workshop, which will be first week of February, and  
8 we'll try to solidify the different strategic  
9 issues, strategic initiatives, and more  
10 importantly, we will define goals and actions that  
11 go under those initiatives so that the  
12 Airport Authority can provide the -- the  
13 appropriate guidance for them and for the airport  
14 management to implement those initiatives. As I  
15 mentioned, the secondary objective will be to talk  
16 about development scenarios.

17 Any questions? No? We have drinks and a  
18 little bit of food snacks, and as I said, we'll  
19 take a break in about just over an hour. With  
20 that, I'll pass it over to Ryan.

21 MR. LENDA: Thank you and good afternoon.

22 As Remy mentioned, we did submit a briefing  
23 packet to the board and the board members elect a  
24 few days ago that highlights all the details  
25 regarding the feedback that we received and some of

1 the financial metrics from some of the financial  
2 reports.

3 So in the interest of moving forward in  
4 today's discussion regarding strengths, weaknesses,  
5 opportunities, and threats as well as initial --  
6 initiatives, we wanted to give a really high-level  
7 overview of the feedback that we received. So I'm  
8 just going to briefly go -- go through this and  
9 that way, you guys can kind of keep it in the back  
10 of your mind here as we move forward to the SWOT  
11 analysis.

12 But advantages, the key advantages that we  
13 received of basing your business here at the  
14 airport, obviously location -- and before I get  
15 into this too much, the key here is that this  
16 summarization includes not only the online survey,  
17 but also the stakeholder feedback received as well.  
18 So it's an aggregate of all of that information.

19 So the top three advantages. Very key --  
20 convenient location. Obviously the 8,000-foot  
21 runway is a key factor as well as compared to other  
22 general aviation airports in the region. And then  
23 also the amenities. In addition to an amenity-like  
24 location, there is the fact that this is a tower  
25 airport, has U.S. Customs, and also the unique

1 environment here. The history, the beaches, those  
2 were seen as the very top or three key advantages.

3 The disadvantages of basing your business at  
4 NFRA, it's somewhat of an expensive area in  
5 Northeast Florida. Obviously there aren't enough  
6 hangars, there is a hangar deficit. And then the  
7 third disadvantage really related to business  
8 policies, that they were restrictive and unfair.

9 So we asked in the survey, the online survey,  
10 what was the wish list. What were the top -- the  
11 top three or four things that you would like to see  
12 implemented here at the airport? And we  
13 categorized this by development, public, and the  
14 tenants themselves.

15 So development, install infrastructure on the  
16 airport's vacant land, really take advantage of the  
17 available land that is -- that is out there --

18 MR. OLSON: Oh, development means what?  
19 How -- is it -- is that the community group or what  
20 is it?

21 MR. LENDA: It's aggregated, really. I mean,  
22 it's -- it's the community group. It's all of  
23 them. It could be the community group. It could  
24 be the -- the external -- the external folks. They  
25 all gave that feedback --

1           MR. OLSON:  So it's not -- airport users are  
2 not in the development group?

3           MR. LUCETTE:  This is --

4           MR. OLSON:  I'm just curious which -- I  
5 understand that ten -- and I understand tenants are  
6 people on the airport and public is general public.  
7 So I'm just interested in knowing a little bit more  
8 about what -- say the makeup of the group -- of the  
9 feedback under the title "Development," who were  
10 these or what types of respondents were they?

11          MR. LENDA:  We -- we do have that information.  
12 It's not -- it's not communicated here in this  
13 presentation because we took all of the respondent  
14 information from that group and -- and brought it  
15 together in aggregate form.  So this is -- this is  
16 across the board.  But we can provide a breakout  
17 of -- of who responded --

18          MR. OLSON:  No, that's okay.  I'm just -- I'm  
19 just sort of curious.

20          MR. LUCETTE:  No, but I think also, Bob, these  
21 are not the three groups that we met with, right?  
22 They are -- this is an aggregate of the wishes that  
23 were the most discussed with us by the different  
24 groups.  And we sorted those in -- so that we  
25 didn't have a laundry list of items, we sorted



1           those wishes into three categories. The first  
2           categories was anything that had to do with the  
3           development of the airport.

4           MR. OLSON: Oh, okay. So -- I see. They're  
5           topic areas --

6           MR. LENDA: Correct.

7           MR. OLSON: -- topics important to tenants.

8           MR. LUCETTE: Correct. Correct.

9           MR. OLSON: Okay.

10          MR. LUCETTE: Correct.

11          MR. OLSON: So I still have a question about  
12          development, but let's not -- let's not take up any  
13          time talking about it.

14          MR. LENDA: So, install infrastructure, there  
15          was feedback regarding new office space, that that  
16          doesn't compete with some of the hangar spaces, as  
17          well as developing long-term leases, a long-term  
18          lease program.

19          Regarding public spaces and public feedback,  
20          airport seems too industrial; it's got a  
21          too-industrial feel to it. Perhaps developing the  
22          airport in a way to make it more friendly, more  
23          approachable to the public was the comment there.  
24          As well as increase in passenger airline service  
25          and additional destinations and locations.

1           And then finally tenants. Obviously again the  
2 major theme there regarding more hangars, hangar  
3 growth. We received some feedback regarding  
4 helipads, alternative fuels, unleaded gasoline,  
5 area for GA to work on aircraft such as maintenance  
6 areas, additional increase in GA business, and then  
7 better emergency preparedness and specialized  
8 equipment. And I think that really -- that really  
9 related to a 24 -- 24-hour service ARFF, airport  
10 rescue and fire department.

11           So what would make the airport more accessible  
12 and open to the region? And you can see here this  
13 wordsmash of different comments that we received.  
14 Communication, trust in competition, aesthetics --  
15 again, that relates to the friendly look of the  
16 airport -- leveraging presence of other tenants  
17 on -- on site such as Northrop Grumman.

18           Also, community engagement such as air shows,  
19 airplane viewing areas, the restaurant. Again,  
20 hitting on the key themes of history and beaches.  
21 And then also consistent commercial service.  
22 That's scheduled air service.

23           MR. OLSON: Plus the competition, can you give  
24 a little bit more explanation as to what that is?

25           MR. LENDA: I think that the background on

1 that was just trusting in the free market.

2 MR. OLSON: Oh, okay. Okay. Got it.

3 MR. LENDA: So concerns -- from the other  
4 flip side of this, concerns regarding the future of  
5 the airport. Obviously with the -- with the growth  
6 of the community and additional residential  
7 business -- residents out here, residential areas,  
8 there's traffic. There were comments about  
9 sustaining workforce housing in the community.  
10 Obviously as the airport grows, there will be  
11 concerns about noise. And growth as a leisure  
12 destination, and that relates also to the tax  
13 rolls.

14 And then another concern is that, you know, we  
15 asked the question about what is -- what do the  
16 residents think about the airport. Some of the  
17 feedback that we received on that was, we're not  
18 really sure if the residents are aware of the  
19 airport, what the airport provides to the  
20 community.

21 And last but not least, feedback on what the  
22 priority should be for the Authority. And we  
23 organized this into three different tiers. So you  
24 can see here the first different tier again is that  
25 hangar development. Staying off the tax rolls.

1 Providing pad-ready sites, site-ready development  
2 parcels. And then that scheduled air service.

3 Tier two, community communication, advertising  
4 and marketing, getting the word out to the  
5 community about the airport. Industrial and  
6 economic development. And then again that  
7 community engagement.

8 And then tier three, educating people about  
9 the airport. That can kind of go hand-in-hand with  
10 community engagement communication. But better  
11 public access, access roads into and out of the  
12 airport.

13 Received some comments about the Authority  
14 organization. Maintaining the existing assets  
15 regarding hangars that are existing here today and  
16 maintaining those assets. And then reevaluating  
17 the rate structure, the rates and fees charged.

18 MR. OLSON: Reevaluating the Authority  
19 organization, I -- I read that, I think that  
20 probably is there because of discussion about the  
21 Airport Authority being a freestanding, independent  
22 governmental entity versus models that are  
23 elsewhere about authority being under a general  
24 purpose government.

25 I -- or I've also heard -- so I've heard

1 suggest-- I've heard out there just over the  
2 years, should the Authority be under the county?  
3 Would it be -- operate -- would it have -- I don't  
4 know. Would it be easier or better to operate the  
5 airport under the -- under the county? Or even  
6 I've heard should the airport become part of  
7 Jacksonville Airport Authority that has three  
8 airports already? I mean, those are kinds of -- I  
9 think that's probably what -- what is meant by  
10 that, but I don't know. I just see that on your  
11 chart, so...

12 MR. LENDA: That's correct. The combination  
13 of all those thoughts again in aggregate.

14 MR. OLSON: Yeah, okay.

15 MR. LENDA: So again, here the goal was to  
16 provide again this 50,000-foot-level overview of  
17 the feedback received. And again, more detail  
18 regarding this feedback and some of the financial  
19 metrics are in the briefing packets that we sent  
20 out a few days ago. But to kind of keep these  
21 thoughts in mind as we look forward to the SWOT  
22 analysis and then also strategic initiatives and  
23 issues. So are there any other questions about  
24 this?

25 MR. LUCETTE: And maybe I'll ask. Do you have

1 any questions about the materials that we sent?

2 Everything that was in the materials package  
3 came from our meeting with three -- three -- three  
4 and a half groups. We met with external  
5 stakeholders, which included economic development  
6 groups, visitor bureau, Flagler university. Those  
7 were the external stakeholders, as well as  
8 St. Johns County representatives.

9 We met with the aero businesses on airport,  
10 which included the tenants that responded plus  
11 Northrop Grumman, that we had to meet one-on-one  
12 with. And then we met with the recreational  
13 flier -- flying community as well. So all the  
14 flying community here in -- at St. Augustine  
15 Airport.

16 MR. LENDA: So without further adieu, I will  
17 turn it over to Mr. Audino who will take over with  
18 the SWOT analysis.

19 MR. AUDINO: Thank you, Ryan. Make sure I  
20 know how to drive this thing. Here we go.

21 Thanks, guys, for being here. Jennifer and  
22 Dennis, appreciate the opportunity to visit with  
23 you on the phone. And, Robert, good to see you  
24 again. And distinguished guests in the audience,  
25 we appreciate y'all being here tonight.

1           Robert, you've already seen this, but for  
2           Dennis and Jennifer, your perspective, I just want  
3           to quickly go over the -- my role and then quite  
4           candidly your role.

5           Pretty straightforward for me. It's a  
6           combination of managing the process, making sure we  
7           get through everything that's on the agenda, keep  
8           us on task and keep us on time. Do my best to keep  
9           interactions positive. Recognizing when there's  
10          agreement, recognizing when there's disagreement,  
11          and offer perspectives and insights. So  
12          particularly, I guess I'd defer to my colleagues,  
13          Remy and Ryan, more so on that -- than myself.  
14          Okay.

15          Your role is to actively participate. And by  
16          that, I mean share your thoughts, ask your  
17          questions. I mean, candidly, if you're -- if  
18          you're not participating, then we're not deriving  
19          value from the -- from the conversation. So we  
20          need you to be actively engaged.

21          I don't think I need to say this, but I will.  
22          We need to acknowledge and respect one another.  
23          You know, we're all adults in the room and so we  
24          need to treat each other like adults in the room.

25          Listen actively. And by that, I -- I said

1           this last time, too. By that, I mean focus on what  
2           the person who is speaking is saying, not so much  
3           what you want to say next if only that person would  
4           shut up, right? So do your best to stay -- stay in  
5           tune.

6                     And then as I always say, life's a little too  
7           short, so let's have some fun with what we're doing  
8           today. Fair deal? Is there anything on that list  
9           of the role of the participants that you can't  
10          agree to? Okay. Very good.

11                    So, I've told several people already today, I  
12          was -- I am -- I was excited and I am excited about  
13          this time together because I think for you guys,  
14          for the Authority board, this is really a cool  
15          opportunity to create the future that you want.

16                    You know, we spent some time the last time we  
17          were all together -- I mean, not -- not you,  
18          Jennifer or Dennis, you know, but talking about the  
19          vision and the mission, right? Well, now we're  
20          taking it the next steps.

21                    We're going to have you identify what you  
22          think are the strengths, the weaknesses, the  
23          opportunities, or the threats, and then as Remy  
24          said, translate those -- have you translate those  
25          into some strategic issues that need to be



1           addressed, and from those issues come strategic  
2           initiatives, you know, actionable items, frankly,  
3           that you can -- you can begin to work on.

4           I have to -- I have to ask, but I believe  
5           everybody is going to raise their hand, but you-all  
6           have participated in some sort of a SWOT analysis  
7           in some way, shape, or form in some organization;  
8           is that a fair statement? Kind of, short of,  
9           maybe?

10           MR. CLARKE: Yeah.

11           MS. LIOTTA: Yeah.

12           MR. AUDINO: Okay. Okay. Pretty  
13           straightforward. The strengths, the weaknesses,  
14           the opportunities, and the threats. I'll frame it  
15           this way.

16           The strengths and the weaknesses are like  
17           looking in the mirror, you know, like we all do  
18           every morning and we see, oh, that's pretty cool,  
19           or you look in the mirror and you say, I don't know  
20           about that, man, that could be weakness, right? So  
21           those are the internal to the organization, the  
22           strengths and the weaknesses.

23           The opportunities and the threats are more  
24           like looking through a window, right? It's what's  
25           out there that you're concerned about. What --

1           what opportunities exist in the universe, if you  
2           will, that you-all could leverage to further your  
3           mission and achieve your vision?

4                     Same with the threats.  What -- what external  
5           threats are there that one would need to be aware  
6           of such that your -- your issues and your  
7           initiatives would help mitigate those, right?

8                     So, again, as it says there on the slide, you  
9           know, these are factors that will drive the  
10          formulation of what you're going to do, right?

11                    And as I'll say numerous times this evening,  
12          all of this is in -- is part of your desire to  
13          achieve your mission and to fulfill that vision,  
14          whatever those ultimately become.  So that's --  
15          that's a little bit on the analysis.

16                    This just adds a little bit of umph to that,  
17          not -- not a whole lot.  I mentioned the internal,  
18          external, and how the differentiate those.  Again,  
19          the strengths, as -- as we move along in our time  
20          together this evening and we ask you to formulate  
21          the strategic issues and initiatives, you know, the  
22          strengths are things that you can leverage to  
23          further advance or to make progress towards your  
24          mission.  And again, the weaknesses, things that  
25          you need to -- to help mitigate.

1           And I'd ask you to think about the following.  
2           So you have this, what I characterize as the circle  
3           of influence in this really small circle of -- of  
4           control. Much of what we're going to talk about,  
5           much of what you think about is you have some --  
6           you may have some influence on that, but you may  
7           not be able to control that, okay? Think about  
8           those issues or those items where you have some  
9           direct control over throughout the course of the  
10          evening. I'm just asking, just kind of plant that  
11          seed in your head, right?

12                 So what we're going to do is take each of  
13          these quadrants one by one. For time sake, we're  
14          going to allocate ten minutes for each quadrant.  
15          And it's a free-flowing session, all right?

16                 I know, Robert, you said you had a laundry  
17          list of things written out, particularly on the  
18          weaknesses side. Jennifer and Dennis, I don't know  
19          if you had opportunity to complete any portion of  
20          the workshop -- or, excuse me, the worksheet that  
21          Ryan had shared with you. If not, just whatever  
22          comes to mind.

23                 But traditionalist that I am, I'm going to  
24          start with the lady in the room and -- I know,  
25          Jennifer, I know. If you don't want me to, just

1 say, "Michael, I don't want to be first." But  
2 we're going to start with the strengths. And  
3 Remy's going to be kind enough to --

4 MS. LIOTTA: I'm going to defer to Bob, who  
5 has two years --

6 MR. AUDINO: Okay.

7 MS. LIOTTA: -- under his belt as a --

8 MR. AUDINO: That's cool.

9 MS. LIOTTA: -- Airport Authority board  
10 member.

11 MR. AUDINO: Okay. That's cool.

12 So, Bob, we're going to ask you to start with  
13 what you think are the strengths of this  
14 organization.

15 MR. OLSON: Okay. Some of these might be  
16 external, but -- I spent some time this afternoon  
17 with it, but here's my list.

18 Serves a high-growth, highly-livable region,  
19 is -- because I think we can take a lot of  
20 advantage of that.

21 MR. AUDINO: So highly-livable region is a  
22 strength.

23 MR. OLSON: High-growth --

24 MR. AUDINO: Okay.

25 MR. OLSON: -- highly-livable.

1 MR. AUDINO: Okay.

2 MR. OLSON: Debt-free.

3 MR. AUDINO: All right. And if any of the  
4 board members have any questions about any other  
5 items, just -- just ask.

6 MR. OLSON: Strong desire for -- strongly  
7 desired for GA aircraft basing here. So strong  
8 demand for hangars, et cetera, all under that.

9 MR. AUDINO: Okay.

10 MR. OLSON: Basically, the GA crowd wants to  
11 be here, as a -- as demonstrated by the demand for  
12 hangars space.

13 MR. AUDINO: Okay.

14 MR. OLSON: Florida coastal location. That  
15 was driven home to me by the FDOT air -- airport  
16 division people when I was just chatting with them  
17 at a conference and they went on about that.

18 MR. AUDINO: Okay.

19 MR. OLSON: Northrop Grumman presence. And  
20 the last one that I have listed is something that I  
21 think is fundamental, and it probably will generate  
22 some maybe disagreement within this group, is  
23 governance structure. I believe our governance  
24 structure is uniquely able to -- to do things in an  
25 entrepreneurial way.

1           We're nontiered. This Airport Authority can  
2           make decisions efficiently from a board -- at a  
3           board level and act on them without having to go to  
4           a parent government to -- for another tier of  
5           approval requirements. It can be single-focused.  
6           It's doing -- it's overseeing the operations and  
7           development of an airport, unlike if we were  
8           embedded, again, under the county or another  
9           government. And it has a full array of powers. It  
10          is uniquely -- it's -- it's unique in that way  
11          compared to most other airports in Florida having  
12          even eminent domain powers, taxing powers, all of  
13          that. So I believe that our government structure  
14          allows us to be nimble and act entrepreneurly when  
15          we want to and have the resources to do it.

16           MR. AUDINO: Okay. Very good. And did you  
17           say that was the last item on your list of  
18           strengths?

19           MR. OLSON: Yeah, that's -- yes.

20           MR. AUDINO: Okay. Very cool.

21           Dennis, do you have items on your list of  
22           strengths that either duplicate or are in addition  
23           to?

24           MR. CLARKE: Yeah, I -- I agree with three of  
25           Bob's: The highly-livable region,

1 Northrop Grumman, government structure. I'm  
2 somewhat disagreeing on the debt-free structure.

3 MR. AUDINO: Now let me clarify. This --  
4 these are not points that we're going to debate or  
5 discuss. These are just your -- I need your  
6 thoughts on what you think are the strengths.

7 MR. CLARKE: Right.

8 MR. AUDINO: And no sort of --

9 MR. OLSON: Well, Dennis may have found some  
10 debt that I --

11 MR. AUDINO: Well, no, I mean --

12 MR. CLARKE: I agree with that --

13 MR. AUDINO: Okay.

14 MR. CLARKE: -- but I disagree that -- I think  
15 one of our weaknesses is that we're debt-free.

16 MR. OLSON: Oh, yeah. Okay.

17 MR. AUDINO: So hold that thought. When we  
18 get to weaknesses, you can tee that up. I  
19 appreciate that.

20 MR. CLARKE: The other -- the other couple of  
21 strengths that we have, we have -- we own somewhere  
22 north of -- well, about a thousand acres of  
23 property on the west side of U.S. 1 that  
24 represents -- you know, if it's developed to the  
25 full potential, either whether we own it or whether

1 we sell it, represents a revenue stream to the  
2 airport.

3 MR. AUDINO: Okay.

4 MR. CLARKE: And in fact that it's been --  
5 it's part of the county overall plan -- you know,  
6 it's designated as airport whatever their  
7 terminology is, it's compatible. As long as we  
8 keep, you know, compatible businesses in -- in that  
9 area, then, you know, that is a great opportunity,  
10 I think.

11 MR. AUDINO: Right.

12 MR. CLARKE: And, you know, again, it  
13 represents a positive income stream.

14 I think we have -- even though we're limited,  
15 one of the weaknesses I would say, I don't want to  
16 jump into that, is a limited footprint. But there  
17 is enough space on the existing footprint to -- you  
18 know, to add to some of these, to meet some of  
19 these demands --

20 MR. AUDINO: So the strength is adequate space  
21 to accommodate facilities?

22 MR. CLARKE: For the time being.

23 MR. AUDINO: For the time being, okay.

24 MR. CLARKE: Right.

25 MR. AUDINO: Okay.



1 MR. CLARKE: Because in the long run --

2 MR. AUDINO: Okay.

3 MR. CLARKE: -- there's -- it's inevitable  
4 that we are going to run out of physical space, I  
5 mean, unless we expand into the ocean or buy the --  
6 you know, the -- the housing development south of  
7 the airport or north, whatever.

8 MR. AUDINO: Okay.

9 MR. LUCETTE: I think, Dennis, when you talk  
10 about limited footprint, specifically you're  
11 referring to what's south of U.S. 1, southeast of  
12 U.S. 1, versus what's available west.

13 MR. CLARKE: Yeah, the -- the airport property  
14 proper -- the airport property boundaries.

15 MR. AUDINO: Okay.

16 MR. CLARKE: Within the airport boundaries.

17 MR. AUDINO: Okay. Got it. Any other  
18 strengths that you want to identify, Dennis?

19 MR. CLARKE: Well, I think we just have a good  
20 opportunity because of where we are located.  
21 We're -- you know, we're in Florida. We don't have  
22 to -- I think we had a meeting earlier with Ed and  
23 he mentioned, you know, airports in Missouri are  
24 not exactly destinations. And so, people want to  
25 be in Florida --

1 MR. AUDINO: Right.

2 MR. CLARKE: -- you know, without us asking  
3 them. In fact, they're overwhelming us in some  
4 cases.

5 MR. AUDINO: I hear you.

6 MR. CLARKE: So that -- that can be -- we can  
7 use that to our advantage.

8 MR. AUDINO: Absolutely. Like I told the  
9 group last time, I come from Iowa and I understand,  
10 you know, what it's like to live in a state where  
11 there's not a great demand for people flying in a  
12 and out of there. Out of there maybe, but not into  
13 there.

14 MR. CLARKE: People ask me where I -- you  
15 know, I'm from Pennsylvania originally -- ask me  
16 where I go on vacation and I say I don't go  
17 anywhere --

18 MR. AUDINO: You live there.

19 MR. CLARKE: -- on vacation; I live there and  
20 I enjoy your vacation while you're visiting with  
21 me.

22 MR. AUDINO: There you go. Very cool. Thank  
23 you for that. Jennifer, strengths?

24 MS. LIOTTA: I think Dennis already said this,  
25 but specifically land available adjacent to the --

1 to the -- to the field. It's in an amount that's I  
2 think unusual for a lot of GA airports that are  
3 already kind of up against their limits, already  
4 developed.

5 So the fact that -- like there was the board  
6 meeting yesterday that talked about those two --  
7 those two properties and potential expansion right  
8 on the field. That's, I think -- you know, I  
9 don't -- I'm not an expert in Florida airports, but  
10 I don't think that that's typical.

11 MR. AUDINO: Okay.

12 MS. LIOTTA: Then I would probably also say,  
13 because it's a Florida airport, Florida I think is  
14 the busiest state in the country for aviation, so  
15 it's -- there's a good market here. And  
16 specifically GA activity's gone up something like  
17 in the realm of over 20 percent in the last year,  
18 year and a half. So there's --

19 MR. AUDINO: Here at this facility?

20 MS. LIOTTA: Across the country.

21 MR. AUDINO: Oh, I see. Okay. Okay.

22 MS. LIOTTA: But in general, G -- GA activity  
23 is up --

24 MR. AUDINO: Got it.

25 MS. LIOTTA: -- so there's more positive

1 potential market share. And maybe that's --

2 MR. AUDINO: That's more of an opportunity  
3 to --

4 MS. LIOTTA: That's more of an opportunity for  
5 everybody --

6 MR. AUDINO: Yeah.

7 MS. LIOTTA: -- but because we've got the long  
8 runway, I think we may be in a better position to  
9 tap into some of that.

10 MR. LUCETTE: Under maybe infrastructure.

11 MS. LIOTTA: Yeah, I guess -- yeah. Yeah,  
12 everybody talks about the 8,000-foot runway.

13 MR. AUDINO: Right.

14 MS. LIOTTA: It's a big deal.

15 MR. AUDINO: It is a big deal.

16 MS. LIOTTA: We can do things here that Craig  
17 could never do.

18 MR. AUDINO: You may not appreciate the humor,  
19 but I'll tell you a quick story.

20 Back to my Iowa Department of Transportation  
21 days where I spearheaded the public transit and  
22 aviation programs, four times a year, we would go  
23 out with the DOT commission. These were  
24 gubernatorial appointed individuals who oversaw the  
25 DOT, and we toured certain portions of the state.

1           And early on in my tenure, every time we'd  
2 drive by a GA airport, one of the commissioners  
3 would say, "How long is that runway?" And it's  
4 like, I don't know how long that runway is. I  
5 don't it have them all memorized, because there  
6 were 112 airports in Iowa. And after about a year  
7 or so on the job, I realized, because I was dealing  
8 with a lot of communities and everybody wanted to  
9 extend their runway, so I quickly learned.

10           So after a couple of years, when the  
11 commissioners would say, "How long is that runway?"  
12 I'd say, "A thousand feet too short." Because  
13 that's what everybody wanted. They just wanted  
14 longer runways to be able to accommodate corporate  
15 jets and that would support economic development.  
16 And I can tell from looks on the faces that it  
17 wasn't as cute to you guys as it was to me.

18           All right. Enough of that. Yes, sir?

19           MR. LUCETTE: If you want, we can share  
20 some -- some of the feedback that we received.

21           MR. AUDINO: Yes.

22           MR. LUCETTE: We did ask that same question to  
23 survey respondents and we summarized here the key  
24 feedback that we received.

25           MS. LIOTTA: Yeah, I think maybe your

1 discussion was a little bit influenced by having  
2 seen some of the slides. Like in my mind, I was  
3 trying to find things that weren't already on the  
4 slides because I agreed with a lot of them.

5 MR. AUDINO: Yeah.

6 MR. LUCETTE: Again, we're providing these  
7 because we just want you to have the information  
8 that was shared with us. I think it's a  
9 combination of your perspective and feedback we're  
10 receiving.

11 MR. AUDINO: Exactly. And when we get to the  
12 point of asking you to formulate the strategic --  
13 or identify strategic issues and then formulate  
14 strategic initiatives, you know, our perspective is  
15 it should be based on the inputs that you're  
16 creating now for the SWOT as well as what your  
17 external customers or stakeholders are -- have  
18 offered up already. You know, blending those two  
19 formulates your thinking, frankly. Remy, thank you  
20 for doing that. I completely forgot about that  
21 next slide.

22 Okay. So those are the strengths. No, can't  
23 do that.

24 MR. LUCETTE: Not yet.

25 MR. AUDINO: Now that I know the routine here,

1 the protocol, let's talk about the weaknesses.

2 Bob, you want to go again or get us started  
3 again?

4 MR. OLSON: Okay.

5 MR. AUDINO: Let's keep going in this order,  
6 left to right.

7 MR. OLSON: Yeah, this is not necessarily in  
8 order of importance, but this is what I --

9 MR. AUDINO: No need -- no need to prioritize;  
10 they're all important.

11 MR. OLSON: Okay. So, first thing I have  
12 listed is insufficient staffing.

13 Our limited staff limits ability to take on  
14 initiatives. And one example that I had to -- I  
15 struggled with in the past year is we had a federal  
16 agency that we seldom get any support from -- I  
17 mean, we're grant-dependent, which is another  
18 thing -- and the Economic Development  
19 Administration, a grant to do a complete plan of  
20 action for us to grow a aerospace -- a cluster of  
21 aerospace industry here.

22 And they keep -- they have call -- we had to  
23 put a hold on our work with that agency because I  
24 simply wasn't convinced that we had the staff  
25 capacity to handle that initiative. And the last

1 call I've had with them is -- this is an agency I  
2 used to be with, by the way, so I know them well.  
3 And I just knew we didn't have the capacity to do  
4 it.

5 There are lesser things that I don't think we  
6 have the staff capacity to follow up on. So it is  
7 our limited staffing limits what we can do. It  
8 certainly limits any new initiatives that we can  
9 take.

10 It relegates us into doing operational  
11 oversight and management, which of course is  
12 fundamental and very important and I -- you know,  
13 I'm glad that we're doing that, but we -- anything  
14 new or initiative we want to do, it's really very  
15 difficult with the staff size we have. And when  
16 you benchmark us with other airports that have the  
17 same activity, you see across the board a more --  
18 stronger, more populated staff and --

19 MR. AUDINO: And, Bob, do me a favor. So  
20 within that discussion, you mentioned this Economic  
21 Development Administration opportunity. If you  
22 have not listed that on your list of opportunities,  
23 would you be sure to do that when you --

24 MR. OLSON: I will --

25 MR. AUDINO: Okay.



1           MR. OLSON:  -- but again, I don't think it's  
2 an opportunity right now.  I mean, well --

3           MR. AUDINO:  Well, it's an opportunity.  We're  
4 not putting --

5           MR. OLSON:  Yeah.

6           MR. AUDINO:  -- any time constraints on any of  
7 these things.

8           MR. OLSON:  Okay.

9           MR. AUDINO:  They are opportunities, so they  
10 will be --

11          MR. OLSON:  The other thing just on that  
12 topic, on that item, is that we don't have -- we  
13 now don't have a -- we had, but we don't have a  
14 communications external affairs person to deal  
15 with -- with all of that.

16          And I noted that some of the comments along  
17 the way are we don't have a strong connection with  
18 the community as far as sharing with the community  
19 the importance of the airport and connecting with  
20 the community on airport matters.

21          MR. AUDINO:  Okay.

22          MR. OLSON:  So, I mean, I think it all boils  
23 down to insufficient staffing.

24          Oh.  And, you know, lack of succession plans,  
25 for -- succession arrangements for staff.  Any

1 staff that retires, we don't have a junior staff in  
2 place to help us through those.

3 MR. AUDINO: Okay.

4 MR. OLSON: Meager capital reserve. We have  
5 a -- again, compared to other airports that I've  
6 compared us to, our capital reserve is miniscule  
7 and it limits what we can do and think about doing.

8 MR. AUDINO: Okay.

9 MR. OLSON: And we have a small net revenue  
10 stream to accrue a capital reserve right now.

11 We're grant-dependent to almost -- to do  
12 almost anything. I know how important grants are,  
13 those FAA and FDOT grants specifically, but it sets  
14 the timing of what we do.

15 In many cases, they're categorical, so it sets  
16 the projects that we do. And we -- we just don't  
17 have ways to get in front of doing things that  
18 aren't done because we're waiting for the grant or  
19 there is not a grant available to do this,  
20 therefore we're not doing it or we can't do it.

21 We're -- we have a -- while we have the assets  
22 of land that were discussed, and I agree with those  
23 as being assets, but we have environmentally  
24 difficult property, and it is very costly and  
25 time-consuming to develop and limit the develop

1 environmentally difficult property.

2 We have wetlands. We have all of those issues  
3 with our land and requires, again, more time and  
4 money to develop and -- and limitation as to what  
5 we can develop.

6 We're vulnerable to storm surge and sea level  
7 rise. We know that our runway, our airport was  
8 unoperational this past storm season twice for  
9 several days because of storm surge and debris on  
10 the runway. And we -- we have fixed barriers to  
11 our site, to our primary site, U.S. 1, of FEC  
12 railroad and Intracoastal. So those are weaknesses  
13 that I listed.

14 MR. AUDINO: Great. Thank you. I'll give you  
15 another moment, Remy, to follow up before I ask  
16 Dennis to do his thing.

17 MR. LUCETTE: Thank you.

18 MR. AUDINO: Okay. Good. Dennis, what do you  
19 have?

20 MR. CLARKE: Well, again, I have to agree with  
21 Bob. The -- I don't believe the staff is  
22 sufficient.

23 You know, I had a meeting with the young lady  
24 who keeps the books this afternoon and, you know --  
25 or earlier today, and I mentioned some initiatives

1           that I would like to see done, you know, with the  
2           accounting system, and she said, well, that would  
3           require more staff, and I said I know that.

4           But you know what? Gathering information, you  
5           know, I live by the old adage that if you don't  
6           measure it, you can't manage it. So if you're not  
7           collecting the information, you don't know what you  
8           don't know.

9           MR. AUDINO: Right.

10          MR. CLARKE: Okay. And so, I have to agree  
11          with that.

12          The fact that we are grant-dependent is also a  
13          major concern me because, you know, we have to wait  
14          until the government drops funds in our lap before  
15          we proceed with a -- you know, with an initiative.

16          I think there's been a -- either a lack or a  
17          reluctance -- again, I go back to, you know, the  
18          proper management of debt -- in the case  
19          particularly with T-hangers. I mean, the Authority  
20          may incur the debt, but ultimately the tenants are  
21          going to pay the debt. So that -- that's something  
22          that we have to get past.

23          MR. AUDINO: So how are you defining the  
24          weakness there? It is the unwillingness to --

25          MR. CLARKE: That we have not in the past --

1 MR. AUDINO: We have not, okay --

2 MR. CLARKE: -- availed ourselves to that  
3 tool.

4 MR. AUDINO: Got it. Got it. Back to the  
5 debt-free strength --

6 MR. CLARKE: Yeah.

7 MR. AUDINO: -- versus the debt-free --

8 MR. CLARKE: And, I mean, being debt-free,  
9 every one of us wants to be debt-free, but in the  
10 case of -- I mean, I look at us, "us" being the  
11 Authority, I equate it to we're a quasi-utility.

12 You know, we are -- we were created. We  
13 are -- a utility is characterized by a high amount  
14 of fixed assets that operates a complex technical  
15 system, you know, whether it's a wastewater  
16 treatment plant, an electric plant, an airport, a  
17 railroad, whatever it is.

18 So we're obligated to provide service to that  
19 constituency. Even though our constituency is very  
20 small, we're still obligated to provide service.  
21 If we have to incur debt to do that, then that is  
22 one of the options that we must avail ourself to.

23 And, you know, I mean, we're -- to say  
24 we're -- you know, and we're limited in space. I  
25 did some calculations. We're -- we occupy, what,

1           about 680 acres of St. Johns County, and  
2           St. Johns County occupies about 525,000 acres of  
3           space. So we're -- we're equivalent to a bathroom  
4           on a football field, you know, a 7 x 7 foot  
5           bathroom on a football field. That's one way to  
6           look at it.

7                     And when we're -- when we maximize that space  
8           out, presumably the population's going to continue  
9           grow, there's going to be people that require space  
10          at the airport, and so what happens when we bump up  
11          against those barriers that Bob mentioned? We --  
12          you know, the U.S. 1, the Tolomato River and the  
13          residential, we're going to have to find additional  
14          land somewhere, you know, to expand if we're going  
15          to continue our mission, so...

16                    MR. AUDINO: Are there any new weaknesses on  
17          your list, things that Bob didn't mention?

18                    MR. CLARKE: No. I think, you know, the  
19          limited space is -- is really a concern. So over  
20          the next five years, we really need to maximize  
21          that, I think --

22                    MR. AUDINO: Okay.

23                    MR. CLARKE: -- before we have to do something  
24          more drastic like --

25                    MR. AUDINO: Well, hopefully we'll get to --

1           this evening we'll get to the point where we can  
2           start identifying some of the potential things that  
3           need to be done.

4                     Jennifer, weaknesses as you see them?

5                     MS. LIOTTA: Well, I don't think I have  
6           anything to add. That was a pretty thorough list.

7                     MR. AUDINO: Okay. Okay. Very cool. Now can  
8           I do that?

9                     So, similar to Remy said last time, here are  
10          our weaknesses as identified by your external  
11          stakeholders, your customers, if you will. Give  
12          you a moment or two to look at that. I won't stand  
13          here and read it to you.

14                    (Pause in the proceedings.)

15                    MR. AUDINO: And when we come back, I'll ask  
16          you to come back to all these.

17                    MR. OLSON: We can -- I mean, is it -- we're  
18          talking about big wig, this is -- then we see a  
19          restaurant insufficient.

20                    MS. LIOTTA: Yeah.

21                    MR. OLSON: We can -- I mean, that's probably  
22          one of the easier things to fix or easier things to  
23          live with if it's not fixed. I don't know. I'm  
24          just -- I may be just depreciating that statement  
25          of restaurant, but --

1 MR. AUDINO: That's what you --

2 MR. OLSON: -- big picture, little picture  
3 stuff, I guess.

4 MR. AUDINO: Well, when you reach out to a  
5 wide variety of folks, Bob, as you know in your  
6 previous work, right, you get big picture ideas  
7 that are --

8 MR. LENDA: Provides a full spectrum.

9 MR. AUDINO: Exactly.

10 MR. OLSON: Does anybody have insight into the  
11 radar coverage? I don't, but -- you know, the  
12 aviation, the fliers here, what does that mean?

13 MR. LENDA: Do you remember? That was a GA  
14 comment and I think they mentioned that there  
15 was -- on one of the airways or one of the  
16 approaches, there was something to do with some  
17 radar coverage. I can dig into the comments  
18 specifically, but --

19 MR. LUCETTE: This was really -- I think it's  
20 mostly outside of what the Authority can manage,  
21 but it's something that can be discussed with FAA.

22 MR. OLSON: Okay. Then I guess -- I don't  
23 know. I don't want to take up a lot of time with  
24 picking on these, but just to understand what  
25 others are saying, lack of nonaeronautical



1 businesses on the airport property, we've just been  
2 discussing how precious and limited airport  
3 property is.

4 Are we wanting non -- I mean, is that a  
5 weakness, to have -- are the -- is that a reference  
6 to businesses that would be an asset to  
7 aeronautical businesses -- business services  
8 companies on the airport? I don't know what that  
9 means.

10 MR. LUCETTE: So --

11 MR. OLSON: Maybe -- yeah, go on.

12 MR. LUCETTE: I -- you know, people did not  
13 necessarily provide a lot of backup information to  
14 this, but one comment that was made several times  
15 was: How can you attract people from the community  
16 to the airport?

17 And that's why I think several of those bullet  
18 points actually fall under the same umbrella, which  
19 is: How do you create more of a destination for  
20 the community at the airport?

21 So the restaurant, the community engagement,  
22 some nonaeronautical businesses that people could  
23 consider as a, you know, part of the airport  
24 integrating itself into public life, that was the  
25 umbrella which under some of those comments fell.

1 MR. OLSON: Okay.

2 MR. AUDINO: Jennifer, did you have a comment  
3 on that or followup?

4 MS. LIOTTA: Yeah. My understanding is that  
5 we as an airport are obligated to try to use the  
6 airport for aviation purposes. It's actually, you  
7 know, a -- one of the assurances, is my  
8 understanding. So diverting airport property for  
9 nonaviation purposes is not --

10 MR. AUDINO: It's taboo?

11 MS. LIOTTA: It's taboo, yeah. If we can find  
12 a -- I mean, if you can find an aviation use,  
13 that's preferred.

14 MR. AUDINO: I'll make two editorial comments.  
15 One, as we go forward this evening, don't focus on  
16 any one item --

17 MR. OLSON: Yeah, okay.

18 MR. AUDINO: -- tend to look at things  
19 thematically, if you will, and I'll say that again  
20 in a few moments.

21 But the point you just raised, Jennifer, I  
22 mean, that kind of goes back to the education of  
23 the community, right, as far as what they know and  
24 what they don't know. And that's -- if you don't  
25 know, you don't know, and that's okay, right? The

1 responsibility then becomes, well, you know, a good  
2 idea but we can't.

3 MS. LIOTTA: Right. I mean, I agree that it's  
4 great that the restaurant's there; people can come  
5 and look at -- and have a nice meal and see what's  
6 going on on the ramp. That's -- that's a cool  
7 thing.

8 MR. AUDINO: Yeah, that's a cool thing.

9 MR. LENDA: And I was just going to add, you  
10 know, I think the other spectrum besides the  
11 spectrum on nonaeronautical businesses is it  
12 provides additional revenue stream for the airport  
13 that's not necessarily aviation-related.

14 You know, one of the comments up there was  
15 grant-dependent, right? So if you take the grant,  
16 you're required to use the funds of that structure  
17 for aviation-related uses, right? But with a  
18 nonaeronautical business, that type of revenue  
19 stream, you can kind of use that revenue for other  
20 uses that are not necessarily aviation --

21 MR. OLSON: Yeah, and maybe they meant things  
22 like car rentals, which works at an airport, things  
23 like that.

24 MR. AUDINO: Right. Exactly.

25 MR. HARVEY: Hotel.

1           MR. OLSON:  So hotel, car rental, restaurant,  
2           yeah.

3           MR. LUCETTE:  I think to Jennifer's point, as  
4           part of your grant assurances, you're required to  
5           maximize and do whatever you can to protect the  
6           land to serve your aeronautical needs.

7           If there is land that you can identify and  
8           justify to the FAA that you would not need it in  
9           the -- in the foreseeable future, usually they say  
10          20 years, for aeronautical purposes, they will  
11          allow you to create a nonaeronautical lease on  
12          that.  So a hotel, any type of nonaeronautical  
13          businesses, you could -- you could put there.

14          And some tenants actually brought up on their  
15          own the need for the airport to balance some  
16          aeronautical uses which do not always create a lot  
17          of cash flow for the airport with some  
18          nonaeronautical uses that could help build up the  
19          cash flow of the airport to provide to capture  
20          better opportunities for the development of the  
21          users.  Essentially that was the balance people, I  
22          think, mentioned.

23          MR. AUDINO:  And thank you for that  
24          clarification.  I obviously misspoke, so you set  
25          the record straight.  I appreciate that.  Thank

1           you. That's what you're here for, right?

2           MR. LUCETTE: Team.

3           MR. AUDINO: It's a team effort, right?

4           MR. LUCETTE: I'm here to serve you.

5           MR. AUDINO: Okay. So strengths and  
6           weaknesses, again, that's looking in the mirror.  
7           Now let's ask you to think as you're looking  
8           through the window and talk about the  
9           opportunities. And, Bob, I'm going to start with  
10          you again.

11          MR. OLSON: My list is not as long, but maybe  
12          it's...

13          The one -- the things I listed are, I guess,  
14          under the economic development banner, grow an  
15          aerospace cluster and, slash, not just a narrow  
16          aerospace take, but aero business -- grow a cluster  
17          of business activity on airport property related to  
18          airport that encompasses broadly aerospace, aero  
19          business, MRO activity, suppliers to  
20          Northrop Grumman, and others.

21          Northrop Grumman supplier network is --  
22          pipeline is off site, out of the state, much of it,  
23          and to -- to really push that. And that's what our  
24          EDA grant that we've not really been able to act on  
25          was going to do a complete plan of action for that.

1           MR. LUCETTE: Which -- which grant was that,  
2 Bob?

3           MR. OLSON: Economic Development  
4 Administration, EDA.

5           MR. AUDINO: The one he was chatting about  
6 earlier.

7           MR. OLSON: It's the -- it's an arm of the  
8 U.S. Department of Commerce that supports economic  
9 development in communities.

10           And the only reason we're -- St. Johns County  
11 is absolutely unqualified for EDA grants because  
12 we -- it focuses on areas of economic distress.  
13 But we happen to have the fortunate inci- -- mixed  
14 incident -- and I won't say fortunate mix -- of  
15 having had a natural disaster declaration under the  
16 Stafford Act that has suddenly and briefly made us  
17 eligible for EDA grant support.

18           And so, given my career connection with that  
19 agency, I was really pushing it when I came on this  
20 board and thought it was a no-brainer for us to do  
21 it. They had the grant lined up. We get -- we  
22 keep getting calls from, are you going to shoot --  
23 we had applied and then there was -- the first  
24 tier -- it's competitive.

25           The first tier of applications were funded,

1 but then they now have additional funding because  
2 that's going been a priority recently of Congress  
3 and we've just not been able to act on it because  
4 we haven't -- I'd tell you we don't have the  
5 capacity to actually act on it here once we get it.

6 MR. AUDINO: But that's still an opportunity,  
7 yes?

8 MR. OLSON: It's an opportunity that may go  
9 away soon. They can't say how long our eligibility  
10 is going to be there, but I think the broader thing  
11 is, regardless of an EDA grant to support, I think  
12 the opportunity is the aerospace, growing allied  
13 aero businesses including aerospace and taking  
14 advantage of our wonderful asset of  
15 Northrop Grumman being on site.

16 And -- and the advantage of aerospace, Florida  
17 is growing rapidly in this and it's  
18 well-established in the state, and the corner we  
19 have with Northrop Grumman is defense national --  
20 is defense aerospace, which is the most rapidly  
21 growing attractive part of that.

22 MR. AUDINO: Okay.

23 MR. OLSON: And then my second one is an  
24 opportunity to be -- be and serve air innovation.  
25 And that includes aircraft, air transport,

1 transport of people and goods, air taxi service,  
2 even prototype -- develop R&D and prototype  
3 development of air technology, air transport  
4 technology. I really think we have an opportunity  
5 for that here, and we can talk in detail -- I  
6 can -- you know, we can talk in detail if people  
7 want to talk about that as a -- why we're -- why  
8 it's an opportunity for us.

9 MR. AUDINO: Okay. Anything else in your  
10 opportunity list?

11 MR. OLSON: No, those are the two that just  
12 came to me when I was --

13 MR. AUDINO: Okay.

14 MR. OLSON: -- working on it.

15 MR. AUDINO: Thank you.

16 Dennis, what do you have as opportunities --

17 MR. CLARKE: Well, I think --

18 MR. AUDINO: -- for the Authority?

19 MR. CLARKE: -- that the -- one of the  
20 opportunities that's staring us right in the face  
21 is -- is our waiting list. Because if we -- if we  
22 were able to magically provide hangar space for  
23 another 150 or 200 aircraft immediately, our -- the  
24 economic development would follow.

25 I use the analogy, when -- when my wife and I



1 moved to the -- our location in northwest  
2 St. Johns County, nothing was around and she used  
3 to -- she used to say I wish there were stores  
4 around here. And I said wait till the homes are  
5 built and the stores will follow. Now we can't get  
6 out of our street because there's a traffic jam.

7 MR. AUDINO: Right.

8 MR. CLARKE: And, I mean, we're talking about  
9 nonaeronautical businesses on the airport. Well,  
10 if we had more aircraft here, number one, we would  
11 have more fuel sales. We -- we may attract  
12 aeronautical-related businesses. We don't have an  
13 avionics shop on the -- on site. We don't have an  
14 upholstery shop. We don't have a paint shop  
15 aeronautical related or GA related.

16 And so, those are all the important businesses  
17 that are high paying -- you know, provide  
18 high-paying jobs. They have suppliers. They have,  
19 you know, high-paid employees.

20 And, you know, so the -- if we just -- if we  
21 took care of the demand that's out there, the  
22 economic development will follow. We don't have to  
23 go promote it here; it will come -- more or less  
24 come. So, in other words, we build it, it will --

25 MR. AUDINO: Build it and they will come.

1           MR. CLARKE: They will come, yeah. So that's  
2 Iowa, right?

3           MR. AUDINO: That's what I say, Iowa.

4           MR. CLARKE: Another Iowa.

5           MR. AUDINO: So, two things I'm hearing -- I'm  
6 sorry, Remy. One is the existing demand is an  
7 opportunity.

8           MR. CLARKE: Absolutely.

9           MR. AUDINO: And then I also heard another  
10 opportunity which you spoke -- elaborate on, which  
11 is if that -- if that demand were to be satisfied,  
12 then there would be additional businesses that  
13 would -- could locate here on the property, right?

14          MR. CLARKE: Yeah. How many -- how many -- I  
15 wonder how many Northrop Grumman suppliers would  
16 put a -- either an office or a facility or a  
17 distribution center, you know, on the other side of  
18 U.S. 1 if it's not a hundred percent dependent on,  
19 you know, access to the runways, you know, but yet  
20 it's a support type of business.

21          You know, as Bob said, the aeronautical or the  
22 defense business, the aerospace is growing. I  
23 mean, here we are. We have a -- we live in the  
24 sunshine state. We're available -- almost, you  
25 know, 365 days a year you can fly in, fly out,

1 train and, you know, we need to -- there's a niche  
2 available to us and we should be exploiting that, I  
3 think.

4 MR. AUDINO: Remy, did you have a comment?

5 MR. LUCETTE: No. So, actually I think the  
6 wait list, the strong wait list and the demand, I  
7 added this to the strong GA demand as a strength  
8 because it's really something that's here today at  
9 the airport that you could act on.

10 MR. CLARKE: Uh-huh.

11 MR. LUCETTE: More so than an opportunity  
12 where you could suddenly attract people because  
13 there's something new at the airport.

14 MR. AUDINO: Good catch. Yeah, thanks.  
15 That's good. Any other opportunities, Dennis?

16 MR. CLARKE: I think we -- well, another issue  
17 that goes back to the financing, I have -- I've  
18 been reading through different reports and  
19 different airports and, you know, looking up FAA  
20 operational reports, and I came across the  
21 Charlotte County Aviation Authority, which is much  
22 like us.

23 And it goes back to Bob mentioned earlier  
24 about the strength of our governments. And I -- I  
25 agree that that is very -- we're very fortunate



1           probably -- you know, I don't know, I'd have to do  
2           the math -- maybe let's say between a million and a  
3           million and a half dollars a year of potential  
4           revenue if we can satisfy the demand just for the  
5           T-hangars, irrespective of the corporate hangars  
6           that are -- corporate clients that are knocking on  
7           the door.

8           MR. OLSON:   You mean -- Dennis, you mean net  
9           revenue coming out of the ownership and op -- or  
10          the operating of T-hangars?

11          MR. CLARKE:  Yeah, the lease revenue.

12          MR. OLSON:  Okay.  You mean net revenue from  
13          T-hangars.

14          MR. CLARKE:  Well, I mean --

15          MR. OLSON:  It's the net-net of --

16          MR. CLARKE:  The gross --

17          MR. OLSON:  -- excluding debt service --

18          MR. CLARKE:  The gross revenue -- the gross  
19          revenue would have to exceed the marginal income of  
20          the -- or the debt service.

21          MR. OLSON:  Yeah, right.

22          MR. CLARKE:  And you'd have to have a margin  
23          left over for O&M.

24          MR. OLSON:  Yeah.

25          MR. CLARKE:  But as long as you have that --

1 MR. OLSON: Yeah.

2 MR. CLARKE: -- and the rents are -- are  
3 within the market --

4 MR. OLSON: Yeah --

5 MR. CLARKE: -- and we have the capacity to do  
6 it, we should be doing it.

7 MR. OLSON: Yeah --

8 MR. CLARKE: -- and managing it closely.

9 MR. AUDINO: And -- and the infrastructure  
10 bank is an opportunity that one could take  
11 advantage of --

12 MR. CLARKE: Yeah.

13 MR. AUDINO: -- to facilitate what you're  
14 talking about.

15 MR. CLARKE: Absolutely.

16 MR. AUDINO: Okay. Cool.

17 MR. CLARKE: And, you know, Florida is well  
18 known for being, you know, very much an  
19 infrastructure-heavy state, you know. They're very  
20 good at it. The state is very good at it.

21 MR. AUDINO: What else do you have on your  
22 list for opportunities, Dennis, anything?

23 MR. CLARKE: Well, I thought we -- it's been  
24 said before. We need to communicate more  
25 effectively with the public. You know, invite the

1 public -- invite the public in and --

2 MR. AUDINO: So the opportunity, dare I say,  
3 might be the public's desire for more information?

4 MR. CLARKE: Yeah, I --

5 MR. AUDINO: That's the opportunity?

6 MR. CLARKE: I think if the public were able  
7 to come in, you know, onto the airport property  
8 or -- one of the things I thought of just kind of  
9 off the top of my head, let's suppose we -- we  
10 wouldn't necessarily convert the commercial  
11 terminal over there, but let's just say we open it  
12 up to meetings.

13 If you wanted to have a big meeting, as long  
14 as an airline's not coming in, you know, put some  
15 chairs and tables out and let's have a big meeting.  
16 It's not part -- it's not beyond the -- the TSA --  
17 we wouldn't have to have people go through  
18 security, yet they could come onto the airport  
19 property, have a big meeting in one day and go away  
20 and we could make a thousand dollars off of it  
21 and --

22 MR. OLSON: Well, it's got parking associated  
23 with it.

24 MR. CLARKE: Yeah, there's parking. I mean,  
25 there's visibility. You look out the window,

1           there's some ops going on.

2           MR. AUDINO: I want to caution us not to dive  
3           too deep on any of these right now. I mean, at  
4           this stage, it's about identifying what --

5           MR. CLARKE: Yeah.

6           MR. AUDINO: -- exists or what opportunities  
7           are out there. How you -- how you respond to those  
8           will be, you know, later this evening and even  
9           beyond that. But the public's desire to engage  
10          with the airport I see as the opportunity there.

11          MR. CLARKE: And I mentioned to the president  
12          the other day of SAAPA, you know, the Airport  
13          Pilots Association, I said why -- we should just  
14          these meetings and open them to the public. You  
15          know, there would may be people that would like --  
16          we don't -- there's nothing proprietary about what  
17          we talk about at those meetings, so if you want to  
18          hear a bunch of pilots talk -- talk shop, you know,  
19          have at it.

20          MR. AUDINO: Here's your opportunity.

21          MR. CLARKE: Here's your opportunity.

22          MR. AUDINO: Come one, come all.

23          MR. CLARKE: Or have -- you know, have -- once  
24          in a while, have an open house ground school.  
25          Anybody interested in, you know, learning the



1 basics of aviation, have a week or two weeks and  
2 just throw the basics out there and if the kids  
3 want to pick up on that --

4 MR. AUDINO: So be it.

5 MR. CLARKE: -- so be it, yeah.

6 MR. AUDINO: My -- my timer in the background,  
7 Ryan, has done a great job telling me I'm at my  
8 ten-minute mark and I haven't got to Jennifer yet.  
9 Anything else on your list real quickly, Dennis? I  
10 mean --

11 MR. CLARKE: No, that's pretty much it.

12 MR. AUDINO: Okay. Jennifer, opportunities?  
13 And I would be remiss if I didn't -- I should have  
14 said this early on with opportunities. When I say  
15 looking through the window, I mean, that's big  
16 picture stuff, too. I mean, are there things  
17 happening in the political world? Are there things  
18 happening in the economic world? Somebody talked  
19 earlier about some of the things happening --

20 MS. LIOTTA: Yeah, I guess.

21 MR. AUDINO: -- environmental issues, right?  
22 So the environmental world. I mean --

23 MS. LIOTTA: I guess the comments I made  
24 earlier about the increase, overall increase in GA  
25 activities is just extra.

1           MR. AUDINO: The trend in general aviation  
2 across the globe or --

3           MS. LIOTTA: Across the country.

4           MR. AUDINO: Yeah, across the country.

5           MS. LIOTTA: Double digits --

6           MR. AUDINO: Yeah.

7           MS. LIOTTA: -- 20-plus percent in a year  
8 every year for the last at least year. At least  
9 pre-pandemic for sure.

10          MR. AUDINO: Are you talking operations when  
11 you're using growth or is it --

12          MS. LIOTTA: Private aviation.

13          MR. AUDINO: Yeah, but I mean takeoffs,  
14 landings, aircraft sales? I mean, what's the --

15          MS. LIOTTA: I'm not so sure about aircraft  
16 sales because there's only so many made a year.

17          MR. AUDINO: Yeah.

18          MS. LIOTTA: It's actually -- the demand is up  
19 incredibly --

20          MR. AUDINO: Yeah.

21          MS. LIOTTA: -- for aircraft, but the use --  
22 the demand for private aviation is up incredibly.  
23 So people want to do more -- more private flying,  
24 more -- yeah, so the GA, the corporate flying, the,  
25 you know, nonscheduled service --

1 MR. AUDINO: Right.

2 MS. LIOTTA: -- is going up while scheduled  
3 service is going down.

4 So we're primarily a GA airport. I know  
5 there's potentially opportunities for scheduled  
6 service. So that would of course be a benefit to  
7 the community to get sustainable scheduled service  
8 in here. So, you know, that -- you know, I think  
9 there's opportunities on -- in both of those  
10 categories.

11 MR. AUDINO: Okay.

12 MR. LUCETTE: Both being private and  
13 commercial when you say "categories"? Sorry.

14 MS. LIOTTA: I mean, I think it'd be pretty  
15 long term. Could we have scheduled service here?  
16 Yes. Have we be been able to keep scheduled  
17 service here? No. So it's -- but we know for sure  
18 that there's people knocking on our door right now  
19 for GA.

20 MR. AUDINO: All right. And the trend being  
21 the national -- the national growth, the growth  
22 here in Florida. That's the opportunity --

23 MS. LIOTTA: Yeah, there's scheduled --  
24 getting scheduled service is -- for regional flying  
25 is just hard in general right now. So that's --

1           that's -- that's just the state of the world.  But  
2           four or five years out, it may be different.  I  
3           don't know.

4           MR. AUDINO:  Okay.  Good.  Other opportunities  
5           that you want to add to the list?

6           MR. LUCETTE:  While you take a minute to think  
7           about it --

8           MS. LIOTTA:  I don't think so.

9           MR. LUCETTE:  -- I will report that from the  
10          different groups we met with, the groups that  
11          operate at the airport, tenants and aero  
12          businesses, their -- by far, their strongest ask  
13          was for more hangars.  So everything you said,  
14          Dennis, about funding, financing, all of this  
15          supports I think the overwhelming request for more  
16          hangars.

17          When we met with the external development --  
18          the external stakeholders, including economic  
19          development and everything, Flagler university, by  
20          far the strongest point was, what can we do to get  
21          commercial service because it serves the people we  
22          represent and interact with?  So I think these --  
23          those two things that I just heard I think relate  
24          to this.

25          MS. LIOTTA:  Yeah, the community wants

1 scheduled service. They always -- you know, that's  
2 a consistent desire, from what I understand, going  
3 back years, and it's understandable why that is  
4 there.

5 Is it -- it's been difficult to keep -- to  
6 keep it here for reasons I don't fully understand  
7 because I haven't been -- you know, I'm just a  
8 brand new board member. But, you know, right now  
9 most airlines are actually cutting service. So  
10 just --

11 MR. LUCETTE: Regional service.

12 MS. LIOTTA: -- it's going to be -- it's going  
13 to be a challenge to get it back.

14 MR. AUDINO: Exactly.

15 Okay. So let's -- okay. So there are -- I  
16 finally figured it out here. So there are some  
17 inputs from your external stakeholders again  
18 relative to the opportunities that they see here  
19 for the Authority. And again, just peruse those.  
20 I won't read them to you.

21 MR. CLARKE: Get another restaurant.

22 MR. AUDINO: What'd you say, Dennis?

23 MR. CLARKE: Get another restaurant. Bob's  
24 looking for more restaurants.

25 MS. LIOTTA: Yeah, I've heard about the

1 restaurant, too, I guess. The restaurant that's  
2 here now is very nice, but it's not as available  
3 for like more casual dining.

4 MR. AUDINO: Okay.

5 MS. LIOTTA: So like lunches and, you know,  
6 just like get a quick sandwich, it's not really  
7 that.

8 MR. AUDINO: Not available for that?

9 MS. LIOTTA: It's just more of a -- a finer  
10 dining evening experience. So if people want to  
11 come and have a quick lunch during the week, it may  
12 be less amenable to that.

13 MR. AUDINO: Okay.

14 MR. CLARKE: Plus it's on the second floor.

15 MR. AUDINO: Plus it's on the second floor?

16 MR. OLSON: And it's only open for lunch  
17 during the weekdays on Friday.

18 MS. LIOTTA: Yeah, it's mostly a dinner place.

19 MR. OLSON: Yeah.

20 MR. AUDINO: Okay. So fourth category of the  
21 SWOT analysis are the threat analysis. Again, it's  
22 external, what are -- what do you see as the  
23 issues, the items that may be threatening this  
24 authority? And, Bob, I will start with you again.

25 MR. OLSON: Okay. Again, not necessarily in

1 order of importance --

2 MR. AUDINO: Right.

3 MR. OLSON: -- I have climate change. We're  
4 very sensitive to things related to climate change.  
5 And I think some of it is addressable, but it's a  
6 threat.

7 MR. AUDINO: Okay.

8 MR. OLSON: Retirements of key staff. No  
9 junior backups, no succession arrangements in  
10 place.

11 MR. AUDINO: I would frame that more as a  
12 weakness because it's internal.

13 MR. OLSON: Well, it's a threat.

14 MR. AUDINO: I -- well, but not as we're  
15 defining it for this purpose.

16 MR. OLSON: Okay.

17 MR. AUDINO: Threat as being external, what's  
18 out there.

19 MR. OLSON: Oh, it's what's out there.

20 MR. AUDINO: Yeah, it's what's out there.  
21 You're looking through the window; you're not  
22 looking in the mirror sort of thing.

23 MR. OLSON: Well, I -- well, maybe all of mine  
24 are -- okay. Well, I have one that's other  
25 external.

1           Encroachments from nonairport development into  
2 the general area. We have to -- you know, the  
3 Airport Authority has to watch all the time for  
4 things that are being proposed for development  
5 around airport land.

6           I don't think we can completely trust the  
7 county to manage that. Fortunately there's a --  
8 the county's land development code has -- requires  
9 comments being made from the Airport Authority on  
10 development.

11           MS. LIOTTA: It's more than that.

12           MR. OLSON: Comments.

13           MS. LIOTTA: It's more than a comment. My  
14 understanding is it requires a recommendation from  
15 the Authority --

16           MR. OLSON: Okay. Yeah, I --

17           MS. LIOTTA: -- if it's in the area.

18           MR. OLSON: -- stand corrected.

19           MS. LIOTTA: So we don't have to give a  
20 recommendation.

21           MR. OLSON: But I think, you know, as  
22 development pressure continues and we've got a slew  
23 of residential development headed toward the  
24 airport on the west side of U.S. 1, putting much  
25 more housing in the area could create more problems



1           that -- of encroachment and noise and conflicting  
2           uses and all that and could limit what the airport  
3           can actually do because -- well, I can go into it,  
4           but there was a rezoning I thought didn't -- didn't  
5           connect well.

6                     Let's see. I'm not sure if this is.  
7           Difficulties in building revenue streams to support  
8           pursuit of priority needs. I guess that you're  
9           going to say that's an internal one.

10                    MR. AUDINO: I am.

11                    MR. OLSON: Decline of -- well, okay. This is  
12           a threat that's external. The decline of grant  
13           programs.

14                    MR. AUDINO: Okay.

15                    MR. OLSON: I really -- you know, the  
16           writing's on the wall. We're -- right now, our  
17           state and federal governments are fairly liberal,  
18           very liberal with -- or they're available with  
19           grants, but if the grants go away and we're so  
20           grant-dependent or if they're reduced or we become  
21           less competitive for grants, we are harmed by  
22           having all this dependency.

23                    MR. AUDINO: Okay. Is that it?

24                    MR. OLSON: Yeah.

25                    MR. AUDINO: Okay. Thank you.

1           Dennis, what do you see as the threats?

2           MR. CLARKE: I -- I have to -- mostly they're  
3 the proximity of housing. You know, inevitably we  
4 can tell people you're moving next to an airport,  
5 there's going to be a sonic boom every -- you know,  
6 every month, but they'll -- and they say that's  
7 okay, but then as soon as it happens, they're going  
8 to complain.

9           MR. AUDINO: Right.

10          MR. CLARKE: Also, you know, the potential  
11 rising sea levels. Our air -- runways are what,  
12 about nine feet? You know, we'd probably have to  
13 raise them about three feet to stay above that  
14 threshold. There's absolutely nothing we can do  
15 about that whether it's man-made, climate change,  
16 or -- you know, it's been happening for 5 billion  
17 years, so it's not going to stop.

18          I -- I don't think that -- I worry a little  
19 bit that we may encounter some threats like the  
20 people in Santa Monica. I mean, they would just  
21 dearly love to close their airport in California  
22 and just do away with it, which is very  
23 shortsighted in my view because, you know, air  
24 transport, if the -- all the companies that are  
25 working on EV tolls, have -- have some success,

1 they're going to be all over the place.

2 And here we are, you know, we control -- if  
3 you live in St. Johns County and you want access to  
4 the National Airspace System, unless you have a  
5 long driveway, you're going to come to us. And so,  
6 that is -- we're in good shape.

7 But there are -- there is a small contingent  
8 of people that may -- I haven't seen any evidence  
9 of it around here, but we have to be aware of that,  
10 that they may come and try to shut us down or cause  
11 us problems.

12 MR. AUDINO: Other threats?

13 MR. CLARKE: Just maybe the political  
14 backdrop, you know. It depends on, you know, who's  
15 in charge as to whether we're in favor or not, I  
16 guess.

17 MR. AUDINO: Are you talking at the  
18 presidential level, are you talking at the state  
19 level, are you talking --

20 MR. CLARKE: Yeah, it's --

21 MR. AUDINO: -- about the mayoral level?

22 MR. CLARKE: Pretty much --

23 MR. AUDINO: What are you talking about?

24 MR. CLARKE: -- I think -- I think more at the  
25 federal and the state level. You know, locally,

1 we -- you know, I think we're in pretty good shape.

2 But, you know, the -- the latest -- the latest  
3 threat is to do away with, you know, leaded fuel,  
4 you know, for piston type of engines. And there is  
5 a -- a substitute for that that's available now.  
6 It's not widely available, but, you know, we're  
7 going to have to begin to sell that, so...

8 MS. LIOTTA: SAF?

9 MR. CLARKE: Yeah, I think that's what it's  
10 called, right?

11 MS. LIOTTA: Yeah. Well, that's all going to  
12 the airlines right now. You can't get it in  
13 general aviation.

14 MR. CLARKE: Yep, yep, because there's --  
15 they're not refining it, so...

16 MR. AUDINO: So you mentioned the political  
17 scene and one of the specific examples you offered  
18 up was, was this an EPA rule or something that --

19 MR. CLARKE: Well -- well, yeah, I mean, the  
20 EPA -- I mean, the presence of lead in any kind of  
21 fuel is -- is viewed as, you know, a threat to  
22 humanity itself, I guess, life itself.

23 MR. AUDINO: Got it.

24 Jennifer, can you bring us -- bring some  
25 closure to our threats list?

1 MS. LIOTTA: I mean, I don't see any  
2 indication of this happening, but if  
3 Northrop Grumman leaves, that would probably not be  
4 great for us.

5 MR. AUDINO: Probably not, right.

6 MR. OLSON: Unless it's an opportunity,  
7 because we suddenly --

8 MS. LIOTTA: All that land?

9 MR. OLSON: -- have some more real estate.

10 MR. AUDINO: That's a good point, right?

11 MR. CLARKE: It is. I hadn't thought of that.

12 MS. LIOTTA: No indication that's happening,  
13 but, you know --

14 MR. AUDINO: Well, that's all part of the  
15 planning process. You need to think about --

16 MR. OLSON: That would be a huge economic  
17 impact on the region.

18 MR. AUDINO: Right.

19 MR. OLSON: Huge.

20 MR. CLARKE: What do they employ, 1,500?

21 MR. OLSON: At least 1,200. Something like  
22 that. High wage, a lot of it.

23 MS. LIOTTA: Uh-huh.

24 MR. AUDINO: Okay. Anything else, Jennifer?

25 MS. LIOTTA: Not that I can think of.

1           MR. AUDINO: Okay. So those are the threats  
2 identified again by your external stakeholders.  
3 What are you laughing at?

4           MS. LIOTTA: Airport goes on tax rolls. So  
5 we're being a threat, too.

6           MR. AUDINO: Exactly.

7           MR. CLARKE: Not unless we want to be  
8 assassinated.

9           MR. LUCETTE: Well, the airport goes on the  
10 tax roll in terms of threat was what you were  
11 mentioning on the previous page, Santa Monica, the  
12 community backlash potentially on the airport.

13          MS. LIOTTA: Yeah, the community sees that as  
14 a potential threat, but that's not -- that's not an  
15 external thing.

16          MR. AUDINO: Right.

17                 Okay. So, we hoped to get to the strategic  
18 issues before the 5:15 working break, but obviously  
19 we didn't. And I intentionally -- Ryan asked me  
20 the other day about a break and I said, well, yeah,  
21 let's call it a working break. I mean, there's  
22 always working lunches, right? Working break.

23                 Well, here's where I'm coming from. So when  
24 we talk about the strategic issues, what I'm going  
25 to ask you to do next is think about what's up here

1 on the -- up here on the flip chart paper.

2 I would encourage you to get close to it and  
3 review it, right? Think about it. Think about --  
4 I guess we could put one -- we can't put both of  
5 the -- the two external slides up, can we? I mean,  
6 we could do one or the other with respect to the  
7 strengths, weaknesses, opportunities, and threats.

8 MR. LUCETTE: Yeah, that's going to be  
9 challenging.

10 MR. AUDINO: Okay. Okay. But in the next 15  
11 minutes, I'd like you to grab a cookie or a drink,  
12 visit the ladies' or the men's room and again,  
13 think about -- review what you've already said,  
14 think about what you're reading, and then do your  
15 best to see big picture themes, all right?

16 I'm not asking for solutions. I'm asking you  
17 to think about thematically. What are you  
18 capturing? And you notice it says there on the  
19 screen. Policy choices, right? And we will then  
20 go through a process where we're going to ask you  
21 to identify those. And as it says here, maybe in  
22 the form of a question, right?

23 And the example, and this is from an airport  
24 who went through a similar process: How can our  
25 airport ensure consistent growth relative to

1 competing airports? Now, I'm not saying that's  
2 relevant to you guys, but that was relevant to that  
3 particular airport.

4 And then at the bottom of that screen, you see  
5 an example of a -- of a strategic issue. And  
6 again, keep in mind, this strategic issue does not  
7 relate to that question; it's just another example  
8 for you from a different airport. I think this was  
9 Minneapolis. I think this may have been from Boca  
10 or vice versa. I don't know. One of the two.

11 It doesn't make any difference from where it  
12 came, but here on the screen you have an example of  
13 a question that you might want to -- they thought  
14 of it, and then here's a strategic issue.

15 So is what I'm saying making sense to you?  
16 It's a little -- it's a little more nebulous than  
17 this, but it's -- the strategic issues that you  
18 decide to focus on should be based upon the SWOT  
19 analysis results both from your perspective as well  
20 as from the perspective of your external  
21 stakeholders, and again, should help drive you  
22 towards fulfillment of the mission and achievement  
23 of that vision.

24 MR. OLSON: Are -- are these priorities that  
25 we want to build our strategic plan around?



1           MR. AUDINO: So I wouldn't characterize the  
2 strategic issues as priorities. You jump in and  
3 correct me if guys are seeing it differently, Remy.

4           Once the strategic issues have been identified  
5 by you guys, then under each one, we're going to  
6 ask you for some strategic initiatives. So what --  
7 if the issue is, let's just use this as an example,  
8 airport's role in and contribution to local and  
9 regional economies could be overlooked or eclipsed  
10 by other external factors, if that's your issue,  
11 then what are the activities or what are the  
12 strategic initiatives you could undertake that  
13 would help address that issue or that -- yeah, that  
14 issue. Am I making sense?

15           MR. LUCETTE: You could have a number of  
16 initiatives. I think the priorities for the  
17 airport would be closer to the initiatives --

18           MR. AUDINO: Right, right.

19           MR. LUCETTE: -- than they would be to the  
20 issues. The issues are going to be those large  
21 themes that are the root cause almost of certain  
22 problems. The initiatives will try to answer to  
23 these -- be the answer to those issues.

24           MR. OLSON: So would a strategic issue be  
25 responding to GA -- unmet GA needs?

1           MR. LUCETTE: That would be a -- yeah,  
2           responding to -- maybe even as a strategic issue  
3           would be to the general aviation demand at the  
4           airport or -- yeah, something like that.

5           MR. OLSON: Okay. So that would be a -- an  
6           issue. And then --

7           MR. LUCETTE: Yes.

8           MR. AUDINO: And how would you -- frame that  
9           in the form of a question. Think about it that  
10          way, too, Bob. You know, how -- how will we  
11          respond or how might we respond --

12          MR. OLSON: Okay, okay.

13          MR. AUDINO: -- to the general aviation? And  
14          then underneath that, could come some specific  
15          initiatives that then would be --

16          MR. OLSON: Yeah, yeah.

17          MR. AUDINO: -- once all those were  
18          identified, then all those get prioritized.

19          MR. OLSON: Okay.

20          MR. LUCETTE: Right.

21          MR. AUDINO: Is that making sense?

22          MR. CLARKE: Kind of.

23          MR. AUDINO: Okay. Well, let's clarify then,  
24          because I don't want you to kind of. You know, if  
25          I'm not communicating it clearly, then I need to do

1 a better job with that.

2 So again, we're asking you to look at all  
3 these inputs, right? And you look at all of those  
4 and say, what are some -- what are the key  
5 takeaways? What are some themes I'm hearing here?  
6 So, Bob teed up the GA as an example, right? I  
7 mean, I want to be somewhat careful. I don't want  
8 to --

9 MR. LUCETTE: No, no.

10 MR. AUDINO: -- direct you in any way, shape,  
11 or form.

12 MR. LUCETTE: But I think where we're going is  
13 you could -- an issue could be covering several of  
14 those different panels.

15 MR. AUDINO: Right.

16 MR. LUCETTE: An issue could be covering -- if  
17 you're talking about the GA demand, you have here  
18 on the right as part of the weaknesses, you know,  
19 you're grant-dependent. On the strength, you know,  
20 a high waiting list.

21 So when you talk about the issue of GA demand  
22 at the airport and how could we meet that unmet  
23 demand, several of those factors are going to come  
24 into play and they will come up as -- in the form  
25 of initiatives and in the form of certain actions.

1           But we like these -- we call it a strategic  
2 issue because it goes over multiple, multiple  
3 categories. It's not -- it's not such a specific  
4 problem that a simple one action is going to solve  
5 it.

6           A strategic issue is something that will take  
7 multiple actions, multiple factors to solve and to  
8 resolve --

9           MR. OLSON: Okay.

10          MR. LUCETTE: -- from a different perspective.

11          MR. AUDINO: I'm -- I'm trying to reface it  
12 here.

13          MR. OLSON: I was going to say, I think I'm  
14 thinking more one-dimensional than the way -- but,  
15 sure --

16          MR. LUCETTE: Well, I think the theme you  
17 mentioned, to me based on the experience working on  
18 it, could rise to a strategic issue is how do we --  
19 how can we meet the demand at this airport?  
20 Because we have so many underlying reasons why  
21 we're not doing it right now.

22          MR. CLARKE: I'll tell you what I think is  
23 our -- is a strategic issue that we have not  
24 complete control over but a lot of control over is  
25 maximizing the footprint of our existing property.

1 MS. LIOTTA: Where do you get the money for  
2 it?

3 MR. CLARKE: Well, that -- that's the other  
4 issue, is making -- you know, getting -- is  
5 structuring -- is structuring our finances so that  
6 we can make that happen.

7 MR. AUDINO: So let me back you up then just a  
8 quick second. So maximize the existing footprint?

9 MR. CLARKE: We have 680 acres.

10 MR. AUDINO: Okay.

11 MR. CLARKE: Are we -- you know, there's a  
12 picture of it right up there. Are we utilizing  
13 every square inch of that 680 acres, you know,  
14 effectively?

15 MR. AUDINO: Or perhaps how do we effectively  
16 utilize our existing land footprint --

17 MR. CLARKE: Right.

18 MR. AUDINO: -- I'm not sure if that's the  
19 right term --

20 MR. CLARKE: Right.

21 MR. AUDINO: -- to achieve our mission or  
22 something along those lines.

23 MR. CLARKE: Right.

24 MR. AUDINO: I mean, is that --

25 MR. CLARKE: Yeah. And, I mean, that would

1 address a lot of -- you know, I mean, we'd be able  
2 to meet the demand. We have control over that  
3 property because, you know, even though some of  
4 it's under different permits right now for -- for  
5 development, but it's -- we don't have to go out to  
6 another agency to ask them, you know, can we -- can  
7 we build something here? We already own this  
8 property, you know, so...

9 MR. AUDINO: All right.

10 MR. CLARKE: But, you know, is it -- I mean,  
11 if we had a -- if we had a blank piece of paper --  
12 if we had -- when I go to the barber and she says,  
13 "The same thing as last time?" I say, "I'm going  
14 to canvas, you're the artist," you know.

15 So that's a canvas. Imagine if we had that  
16 canvas there and we designed an airport from  
17 scratch. What would it look like? To -- to  
18 accommodate everybody that wants access.

19 MR. AUDINO: I think that's a great question.

20 MR. CLARKE: Think about that.

21 MR. AUDINO: Yeah.

22 MR. CLARKE: Some of it may need to be  
23 reconfigured, you know?

24 MR. AUDINO: Right.

25 MR. CLARKE: But in the long run, I mean, we

1 have to think 50 years ahead because that's how --  
2 you know, that's how long these assets last.

3 MR. AUDINO: Well, maybe I'm getting way ahead  
4 of Remy and Ryan here, but when I think about  
5 development scenarios, it's sort of like one of  
6 them could be, you know, here we've got a blank  
7 slate, so let's build an airport, right?

8 MR. CLARKE: Yeah, yeah.

9 MR. OLSON: If it were a blank slate, we  
10 wouldn't get past the environmental.

11 MR. AUDINO: Well, that might be true.

12 MR. CLARKE: We'll pretend they don't exist.

13 MS. LIOTTA: There's not a lot of new airports  
14 going in anywhere.

15 MR. AUDINO: Well, like I said -- go ahead.

16 MR. LUCETTE: So we can take a few minutes,  
17 but generally speaking, this is the level of  
18 strategic issues we're talking about, is --

19 MR. AUDINO: Exactly.

20 MR. LUCETTE: -- large, encompassing,  
21 multifaceted issues.

22 MR. AUDINO: Right. Building on strengths,  
23 addressing weaknesses, capitalizing on  
24 opportunities, mitigating threats, is kind of the  
25 thought process.





1 funding/reserves, was the second one?

2 MS. LIOTTA: Uh-huh.

3 MR. AUDINO: All right. Thank you. Did we  
4 capture those?

5 MS. LIOTTA: Staffing/facilities. Yeah.

6 MR. AUDINO: Thank you. Dennis, your three  
7 themes?

8 MR. CLARKE: Similar. I think we need --

9 MR. AUDINO: Just read from your sheet.

10 MR. CLARKE: -- smart planning. And that  
11 encompasses a lot of things all the way from  
12 dealing with the community to maximizing the  
13 footprint of the airport, to dealing with rising  
14 sea. And then I said solid financial management,  
15 which is -- underpins everything.

16 MR. AUDINO: Okay.

17 MR. CLARKE: And bolstering our staff and  
18 management tools is another item.

19 MR. AUDINO: That's your third one, bolstering  
20 your staffing?

21 MR. CLARKE: Yeah, yeah.

22 MR. AUDINO: Okay.

23 MR. CLARKE: Getting them -- the people they  
24 need to do -- what we want them to do and the tools  
25 if they -- if needed.

1 MR. AUDINO: All right. Did you get that one?

2 Bolstering staffing and --

3 MR. LUCETTE: Bolstering staffing?

4 MR. CLARKE: And management tools.

5 MR. AUDINO: And management tools.

6 MR. CLARKE: Yeah, just in general.

7 MR. AUDINO: Okay. Robert?

8 MR. OLSON: I have build capital

9 strength/revenue. And the second one is

10 accommodate GA demand. And the third one --

11 MR. AUDINO: Hold just one second, Bob --

12 MR. OLSON: Okay.

13 MR. AUDINO: -- until Remy gets the next one

14 written. Thanks.

15 MR. LUCETTE: Accommodate GA demand, is that

16 your second one?

17 MR. AUDINO: That's your second one --

18 MR. OLSON: Yeah.

19 MR. AUDINO: -- right? Okay. And the third

20 one, Bob?

21 MR. OLSON: Increase admin capacity.

22 MR. AUDINO: Okay. Okay. Let me see. Put

23 those three up next to each other, so there's --

24 let me put that right down there.

25 MR. LUCETTE: We can move that down.

1           MR. AUDINO: Yeah, okay. I want to be able --  
2 I want to look at all nine of those because I think  
3 there's probably a couple that are -- that could be  
4 combined, frankly, based on what I heard, anyway.  
5 Can you see that okay?

6           MR. CLARKE: Uh-huh.

7           MR. AUDINO: Oh, we only had two, okay. I'm  
8 sorry. Okay. Anybody see any that could be  
9 combined?

10          MR. CLARKE: Staffing, admin, capacity,  
11 they're -- all three.

12          MR. AUDINO: So you're saying this one here,  
13 the lack of staffing?

14          MR. CLARKE: Yeah, that one, bolstering staff  
15 and then increase admin capacity, they all seem to  
16 have the same meaning.

17          MR. OLSON: You could probably combine --

18          MR. AUDINO: First of all, do y'all agree with  
19 what Dennis is suggesting, that the lack of  
20 staffing facilities?

21          MR. OLSON: Yeah, yeah, yeah.

22          MS. LIOTTA: I mean, yeah, I guess the lack of  
23 facilities, part of the staffing/facilities can be  
24 combined in with potentially meeting demand,  
25 because the demand is to -- mostly for facilities,

1 right?

2 MR. AUDINO: So if I put facilities up here,  
3 Jennifer, is that --

4 MS. LIOTTA: The GA demand and -- yeah. So it  
5 gets pulled into other things.

6 MR. AUDINO: Okay. I'm confused now. I'm  
7 sorry. So these three that I've noted, what I  
8 thought I heard you say is the lack of staffing  
9 fits with these two, but the facilities component  
10 of that does not?

11 MS. LIOTTA: Yeah, but that one does fit in  
12 with like GA demand --

13 MR. AUDINO: Okay.

14 MS. LIOTTA: -- probably.

15 MR. AUDINO: Okay. So can I cross out  
16 facilities here and --

17 MS. LIOTTA: I think so.

18 MR. LUCETTE: Very lightly.

19 MS. LIOTTA: Oh --

20 MR. OLSON: Very easily.

21 MS. LIOTTA: -- don't mark up the walls.

22 MR. OLSON: Yeah.

23 MR. AUDINO: That's over here to the GA  
24 demand? Is that where I'm putting facilities?

25 MS. LIOTTA: Yeah, I think that fits.

1           MR. AUDINO: Okay. I just want to make sure  
2 we're capturing it all here. And Remy's printing  
3 is so much better than mine.

4           So then with those minor changes, then these  
5 three all basically are focused on the same theme;  
6 is that correct? Thematically, they are  
7 integrated?

8           MR. OLSON: Yeah.

9           MR. AUDINO: They are? Okay. What else do  
10 you see, if anything, that could be?

11          MR. OLSON: Solid financial management tied in  
12 with capital -- build capital strength and  
13 revenues. It may not. It may not, actually but,  
14 you know -- I don't know, how do you see that,  
15 Dennis?

16          MR. CLARKE: Well, yeah, I mean, financial  
17 management is a whole lot of things, you know, from  
18 properly keeping transaction records to, you know,  
19 making sure gaps are filled when -- you know, with  
20 availability of funding if revenues are low, but  
21 being able to project out -- Ed mentioned to us  
22 this afternoon when they do the budget, he -- when  
23 he budgets 95 percent of the revenue and hopes a  
24 hundred percent comes in. Well, that's smart, you  
25 know --

1 MR. AUDINO: Right, right.

2 MR. CLARKE: -- because you're -- that's --  
3 that's building that -- that capital strength. And  
4 that's -- that goes with the whole theme of proper  
5 financial management. I mean, you know, there's --  
6 there's a lot to that.

7 MR. AUDINO: Well, I'm going to look at Remy  
8 and Ryan, wherever Ryan went. Over there.

9 MS. LIOTTA: Well, maybe --

10 MR. AUDINO: Are we getting too granular at  
11 this stage or --

12 MS. LIOTTA: Well --

13 MR. LUCETTE: No, I think you have --

14 MS. LIOTTA: -- maybe --

15 MR. LUCETTE: -- three items now.

16 MS. LIOTTA: Maybe like a higher level way to  
17 incorporate that might be improve financial health.  
18 Because there's a part of that that's management,  
19 there's a part of that that's revenue. So those  
20 things both fit under maybe a higher description.

21 MR. LUCETTE: So, I think --

22 MS. LIOTTA: And also lack of funding,  
23 obviously is your problem with the health.

24 MR. CLARKE: It's the whole financial picture.

25 MR. LUCETTE: Well, we can do maybe --

1 Michael, if you'll allow me, is we see how we have  
2 two -- two higher themes now. There might be a  
3 third one, I don't know. But once we've identified  
4 those themes, we can dig in a little bit --

5 MR. AUDINO: Right.

6 MR. LUCETTE: -- into reformulating them into  
7 a common issue, if you want.

8 MR. AUDINO: Okay.

9 MR. LUCETTE: So I don't know if there's a  
10 third one or --

11 MS. LIOTTA: Yeah, I think there is.

12 MR. AUDINO: Well, so what's -- what hasn't  
13 been blended with another one yet is the high  
14 demand, the smart planning, the accommodate GA  
15 demand facilities, those three.

16 MR. LUCETTE: Correct.

17 MR. AUDINO: And then where's the issue that  
18 Dennis put up before we went on break? I'm trying  
19 to --

20 MR. LUCETTE: It's right here.

21 MR. AUDINO: Okay.

22 MR. LUCETTE: But I think that issue might  
23 fall under kind of smart planning.

24 MR. AUDINO: Right. How do we effectively  
25 utilize our footprint?

1 MR. LUCETTE: We can bring it back in.

2 MR. AUDINO: Okay. So I guess does anybody  
3 see opportunity for further blending,  
4 consolidation? And don't force it. If it --  
5 that's not what I'm asking. I'm just asking as you  
6 look at it. I'm sensing no. I'm sensing that  
7 we've got three that are kind of stand-alone.

8 MS. LIOTTA: I actually kind of see them  
9 connected because when I said -- when I was  
10 thinking high demand, I was thinking there is all  
11 this high demand. How do you meet it knowing  
12 you've got these other constraints?

13 So, you know, that -- that's kind of -- in my  
14 mind, smart planning is a way of sort of -- or  
15 accommodating demand. I mean, when you only have  
16 so many resources land-wise, money-wise --

17 MR. AUDINO: Right.

18 MS. LIOTTA: -- how do you -- if the goal is  
19 to try to meet this high and raise -- rising  
20 demand, how do you go about doing that knowing  
21 you've got these, you know, other constraints?

22 MR. AUDINO: Okay.

23 MR. LUCETTE: So it's high demand and what it  
24 entails, everything?

25 MS. LIOTTA: Yeah. How do you -- how do you



1 meet it?

2 MR. LUCETTE: You want to group those three as  
3 well? I don't know if Bob --

4 MR. AUDINO: What do you think, Bob?

5 MR. OLSON: I'm -- I'm not as connected with  
6 what we're talking about right now, so I'm sorry.

7 MR. LENDA: How can we help connect you?

8 MR. OLSON: I'm not sure where this exercise  
9 is going. I'm -- I'm curious, what's the end of  
10 this particular exercise? What are we trying to  
11 get to?

12 MR. AUDINO: We're trying to get -- and then  
13 you jump in. I'll give you my initial impression.

14 We're trying to get to the point where we have  
15 identified three, four, five what we're  
16 characterizing as strategic issues big picture,  
17 longer term, policy directions from which then  
18 issues -- excuse me, initiatives will be  
19 identified. What are you going to do to address  
20 the staffing issue or whatever? However we frame  
21 it. What are you going to do --

22 MR. OLSON: We're --

23 MR. AUDINO: -- to address the demand?

24 MR. OLSON: I guess we're leaving things on  
25 the cutting floor right now because of things that

1           aren't on here. Because, you know, I don't see --  
2           there are some things that aren't on here that  
3           we've talked about earlier in the evening.

4           MR. AUDINO: Can you give us one example?

5           MR. OLSON: One is the whole economic  
6           development track about aerospace and busi- -- air  
7           business activity. I don't know where that goes.

8           MR. LUCETTE: So we've only -- I think we --  
9           Michael created this exercise to -- to get us  
10          talking. Once we've started to define some  
11          strategic issues, we can add some more to them. So  
12          it's not -- it doesn't mean that it's limited to  
13          this. This was to identify what you saw as --

14          MR. AUDINO: Right.

15          MR. LUCETTE: -- some of what were the first  
16          themes coming out --

17          MR. OLSON: Okay. So we're not leaving --

18          MR. LUCETTE: We're not limited to this.

19          MR. OLSON: -- things.

20          MR. AUDINO: Right, right.

21          MR. OLSON: Okay. Okay.

22          MR. LUCETTE: I mean, case in point, I think  
23          something about the land that Dennis brought up  
24          earlier --

25          MR. OLSON: So we're trying to distill this

1 down to three broad things. That's what we're  
2 trying to do.

3 MR. LUCETTE: Just -- just to get going.

4 MR. AUDINO: Right. Just to get us going,  
5 right? I sensed that we were all struggling trying  
6 to figure out what do we do with all these inputs  
7 here, right?

8 And so that's why I encouraged you to look at  
9 the sheets during the working break, which maybe  
10 you did, maybe you didn't, I don't know -- I think  
11 I do know, and then I asked you just to identify  
12 three themes, again, just to --

13 MR. OLSON: Well --

14 MR. AUDINO: -- facilitate to encourage  
15 dialogue.

16 MR. OLSON: Okay. High demand and accommodate  
17 GA demand, I mean, that's all -- that can be  
18 combined, I guess, in high demand, meaning --  
19 meaning -- I don't know.

20 MS. LIOTTA: Yeah, the high demand could also  
21 speak to scheduled service, though, and the  
22 communities wants that.

23 MR. OLSON: Yeah, yeah, yeah. And we don't  
24 have that listed.

25 MS. LIOTTA: Well, when I said -- when I was

1 thinking high demand, it was very very high level  
2 for services --

3 MR. OLSON: Yeah.

4 MR. AUDINO: Right.

5 MS. LIOTTA: -- we afford in general.

6 MR. OLSON: Yeah.

7 MR. AUDINO: Yeah, the commercial air service  
8 and the hangars being two of the --

9 MS. LIOTTA: Even -- even a Wendy's, whatever,  
10 you know. You have people that want --

11 MR. AUDINO: Wednesday lunch at the restaurant  
12 something.

13 MS. LIOTTA: People want their lunch.

14 MR. AUDINO: But to your point, Bob, I mean,  
15 it's -- we're not cutting things at this stage of  
16 the game. Frankly, we're -- we're building. And  
17 the building is the -- will be the issues,  
18 strategic issues, and they're built on the inputs  
19 in the SWOT analysis --

20 MR. OLSON: Okay.

21 MR. AUDINO: -- to look at it slightly  
22 different.

23 MR. LUCETTE: Moving from the factors and  
24 everything we've presented to you into defining and  
25 building and shaping issues takes a little bit of

1 time I think just for you to process --

2 MR. AUDINO: Right.

3 MR. LUCETTE: -- how everything kind of -- a  
4 lot of them are interconnected. So I think if we  
5 can start -- and, you know, staffing is one that  
6 was brought up and that's the first one, Michael,  
7 you consolidated.

8 MR. AUDINO: Right.

9 MR. LUCETTE: How would we define a strategic  
10 issue as it relates to staffing at high level,  
11 high -- you know, high encompassing strategic issue  
12 as it relates to staffing?

13 MR. CLARKE: I can give you an analogy.

14 MR. AUDINO: All right.

15 MR. CLARKE: When I worked for a utility  
16 company many years ago, they -- we had a --  
17 basically a 30-year planning horizon and we had  
18 engineers who that -- that's all they did, they  
19 planned, you know, how -- they looked at the  
20 population growth. I'll just give you the real --  
21 the high level.

22 What is the population growth? And we knew  
23 that demand for electric at that point when we were  
24 all in fossil fuels and nuclear was correlated with  
25 population growth.

1           So they looked at all their individual  
2           generating units and they said, how many are we  
3           going to need over a 30-year period? And after  
4           they were satisfied, they went through different  
5           scenarios, they passed it off to me. This -- these  
6           are the engineers and I was in the finance unit.

7           So I took their input. So we have publicly  
8           available, the environment -- what is the  
9           environment? Let's synthesize the data. Okay.  
10          Let's digest that data and -- and what I was --  
11          output were basically pro forma financial  
12          statements to upper management and they looked at  
13          it and said, oh, so we have to raise a hundred  
14          million dollars over the next hundred years. How  
15          are we going to do that?

16          Well, there's three ways to do it. You either  
17          raise equity or you raise debt or you retain net  
18          income to do that. And so, we developed different  
19          scenarios on how to meet that demand. But we  
20          started with the environment: What is the  
21          environment we're looking at right here?

22          MR. AUDINO: Right. And these I could argue  
23          would be your data inputs --

24          MR. CLARKE: Right.

25          MR. AUDINO: -- at this stage of the game?

1           MR. CLARKE: Exactly. So now -- now, is our  
2 existing staff of four or five people, six people,  
3 can they do all that? Well, no, they can't do it.

4           MR. AUDINO: Right.

5           MR. CLARKE: I mean, they're -- they're --  
6 they're busy keeping up with day-to-day operations  
7 and putting out fires. And so, if we're going to  
8 do this, we're going to have to acquire resources  
9 to either outsource it or in-house to synthesize  
10 all this to meet the demand. That seems to be, you  
11 know, the overriding theme, you know. And -- and  
12 every -- a lot of other benefits will derive --  
13 like the economic development.

14           I mean, in my case, I believe that once we've  
15 satisfied that demand, we're -- we have another  
16 hundred pilots on the field buying fuel and needing  
17 new upholstery and needing new avionics. Wendy's  
18 is going to want to put a branch here to sell those  
19 guys hamburgers at lunchtime.

20           MR. AUDINO: Right. Right.

21           MR. CLARKE: So --

22           MR. AUDINO: So as I'm listening to you and  
23 I'm -- and I appreciate the analogy, by the way,  
24 because I think there's a lot of --

25           MR. CLARKE: Yeah, yeah. It's a long-term --

1           MR. AUDINO: I think it fits pretty well.

2           MR. CLARKE: It's a long-term process, very  
3 long-term.

4           MR. AUDINO: Yeah. And what I'm hearing is,  
5 you know, how do you ensure -- or the issue is  
6 ensuring that your -- your human resource policies  
7 or practices are more than adequate or that they're  
8 top shelf, whatever term you want to use, to  
9 address both current and future needs for the  
10 Authority.

11           And that could mean more people. It could  
12 mean different policies. It could mean, as you  
13 said, outsourcing. I mean, it could mean a variety  
14 of things, right? Not just filling a specific  
15 position. That's not nearly strategic enough. I  
16 don't know, I'm just thinking out loud here, guys.

17           MR. LUCETTE: I think it -- what you just said  
18 goes in line with what Dennis was discussing, and  
19 it's -- there is a strategic issues from -- issue  
20 from what I saw and heard you discuss that revolves  
21 about -- around what you just said.

22           MR. AUDINO: Right. So, there's the whole  
23 human resource issue.

24           MR. CLARKE: Correct.

25           MR. AUDINO: And succession planning was



1 mentioned.

2 MR. CLARKE: Yeah.

3 MR. LUCETTE: However we want to phrase it,  
4 but there is something to phrase here for sure. I  
5 think you were pretty close to it, I think, I  
6 suspect, what they meant.

7 MR. AUDINO: What'd I say?

8 MR. LUCETTE: Can we ensure that our human  
9 resource is --

10 MR. AUDINO: Right.

11 MR. LUCETTE: -- is adequate to serve the  
12 current and future needs of the airport?

13 MR. AUDINO: How's that feel? How's that  
14 sound? I mean, pardon the grammar, I guess --

15 MR. CLARKE: I think -- yeah, overall, I think  
16 it's -- you know, it addresses, you know, what  
17 the -- we have a gap, right, in our -- in our  
18 resources. How do we fill the gap? You know, how  
19 do we build that bridge from here?

20 MS. LIOTTA: And what is the gap? You know,  
21 have we defined like what -- I mean, it sounds like  
22 there's the gap of, hey, do we have enough  
23 resources for, you know, long-term success planning  
24 with planned retirements and getting people in now  
25 who can learn those jobs.

1 MR. AUDINO: Uh-huh.

2 MS. LIOTTA: Or just if somebody has -- you  
3 know, on vacation, for a period of time, any of  
4 that kind of normal HR activity, is that -- is it  
5 understaffed right now meeting those minimums? And  
6 then plus extra planned work like, you know, going  
7 after grants or --

8 MR. CLARKE: Yeah.

9 MS. LIOTTA: -- doing other analyses? And is  
10 that something that's going to be planned for  
11 in-house or is that something where the funding  
12 needs to be figured out for outsourcing it because  
13 that's not a long-term everyday activity, so maybe  
14 that doesn't make sense to make sense as an FTE  
15 role?

16 MR. CLARKE: Yeah. Just interfacing with all  
17 the regulatory agencies and the -- you know, the --

18 MR. AUDINO: Right.

19 MR. CLARKE: -- you know, the FDOTs and FAAs  
20 and environmental and all that. So it's --

21 MR. AUDINO: Well, I'm thinking also about  
22 some of the external stakeholder comments about the  
23 connectivity with the community and educating the  
24 community and reaching out to the community and  
25 involving -- involving tenants. I mean, those are

1 all --

2 MR. CLARKE: Uh-huh.

3 MR. AUDINO: Those are all desired activities  
4 that people are expressing to you.

5 MS. LIOTTA: Uh-huh.

6 MR. AUDINO: Part of the strategic issue there  
7 is how does one accommodate? You asked the  
8 question about the gaps. Those are some of the  
9 gaps that I'm hearing as I'm listening --

10 MS. LIOTTA: Right, but we also have to  
11 prioritize which gaps we fill first.

12 MR. AUDINO: Exactly. But that gets to the  
13 speak initiatives that you would undertake, right?  
14 I mean, the issue here is a human resource issue,  
15 right? It's pure and simple, right? The right  
16 butts in the right seat to do the right things. So  
17 there's one, right?

18 MR. LUCETTE: I think there's one.

19 MR. AUDINO: Okay.

20 MR. LUCETTE: And we'll -- we'll continue. I  
21 think you -- you mentioned a lot of things. We can  
22 discuss it further under the initiatives.

23 MR. AUDINO: Okay. So again, I'm respecting  
24 your -- your concern, Bob, that things are on  
25 the -- nothing is on the cutting floor --

1 MR. OLSON: Okay.

2 MR. AUDINO: -- okay? But I want to get back  
3 to these -- these themes.

4 So we -- we combined the three that deal with  
5 staffing and blended those together to create that  
6 strategic issue. The lack of funding and solid  
7 financial management and build capital strength,  
8 how might that be phrased as a strategic issue for  
9 this authority?

10 MS. LIOTTA: How do we improve our financial  
11 health? That's vague enough to include all of  
12 those.

13 MR. AUDINO: It's a delicate dance, though,  
14 Jennifer. You know, you want to be vague, but by  
15 the same token, it's got to be clearly understood  
16 by you-all, right, at the end of the day.

17 MR. OLSON: Health or capacity -- you know,  
18 capacity meaning the ability to do things. The  
19 ability to act on things, capacity.

20 But I don't know, based on -- maybe health  
21 is -- needs to be in there, also, based on what  
22 Dennis has said. That we need to improve our  
23 management so that there's a need to fix or improve  
24 the way --

25 MR. CLARKE: Just give us more options. You

1 know, because right now we're waiting for the FAA  
2 to drop a grant in our lap before we start a  
3 project. We -- we just need to give ourselves more  
4 flexibility.

5 MR. AUDINO: So you want to -- you want to  
6 maximize flexibility, and I'm thinking out loud  
7 again, and maybe you want to maximize revenue or  
8 minimize -- but maximize financial flexibility such  
9 that you can achieve other -- the strategic  
10 initiatives that you identify going forward or  
11 something along those lines, right?

12 MR. CLARKE: Yeah. And that we have -- we  
13 have people waiting to give us money.

14 MR. AUDINO: That's a good position to be in,  
15 I'm thinking.

16 MR. CLARKE: Absolutely.

17 MR. AUDINO: It sounds like it, right?

18 MR. CLARKE: Yeah, it's a happy problem. And  
19 that's -- and that's a problem with a lot of  
20 businesses, is, well, we have to cut costs, cut  
21 costs. Well, you know, there's -- there are dumb  
22 ways to save money, you know, by cutting R&D.

23 MR. AUDINO: Right, right.

24 MR. CLARKE: You might save money, but you're  
25 cutting yourself off --

1           MR. OLSON: Dennis, are you saying -- people  
2 waiting to give us money, are you saying those are  
3 the people that want to rent hangar space?

4           MR. CLARKE: Yeah.

5           MR. OLSON: Okay. I just wanted to  
6 understand.

7           MR. CLARKE: Yeah. I mean, if -- if there are  
8 200 on the waiting list, if half of them, you know,  
9 we caught that and we say we're ready to go in six  
10 months, do you have a plane ready, they'll say,  
11 yeah. They'll hand you the deposit and they'll be  
12 paying us \$450 a month. I mean, that's --

13          MR. OLSON: Yeah, but \$450 a month won't do  
14 it.

15          MR. CLARKE: Times a hundred times 12.

16          MR. OLSON: I know, but we can't build hangars  
17 for \$450 a month.

18          MR. CLARKE: Well, yeah, but you -- you're --  
19 that's why you have to do a pro forma analysis --

20          MR. OLSON: Yeah.

21          MR. CLARKE: -- to find out what the --

22          MR. OLSON: Yeah.

23          MR. CLARKE: -- you know, what that number is.

24          MR. AUDINO: So -- so Remy writes down on the  
25 sheet there, how do we improve our financial

1 health?

2 MR. LUCETTE: Yeah, I did. I think as a  
3 strategic issue, when we can still -- when we talk  
4 about the initiative at capacity or how do we build  
5 up the capacity of the airport and all that, but as  
6 a strategic issue, it revolves around the financial  
7 health, which I understand as being  
8 all-encompassing from a revenue standpoint,  
9 reserves, management, just -- you know.

10 MR. AUDINO: Okay.

11 MR. OLSON: Well, the opposite of health is  
12 sick. So, I mean, I think it's more than that. I  
13 mean -- well, okay. I won't -- I won't go there.

14 MR. LUCETTE: The issue --

15 MR. OLSON: Leave it up there.

16 MR. LUCETTE: Yeah, the issue is just a theme  
17 the initiatives can lead into it.

18 MR. OLSON: Okay.

19 MR. AUDINO: And so from the themes end, that  
20 leaves, if I'm looking at things accurately, the  
21 smart planning, right?

22 MR. LUCETTE: Well, there is -- I think there  
23 is the demand, accommodating the demand. There is  
24 the land, highest and best use of the land or  
25 maximizing the land utilization that Dennis brought

1 up earlier. And we can -- I think all of these can  
2 and probably should become issues.

3 MR. OLSON: Would that be asset management?  
4 Exploiting assets, asset management?

5 MR. CLARKE: You figure if we have one  
6 undeveloped land that we're not using, that is a  
7 nonexploited asset.

8 MR. OLSON: Yeah.

9 MR. CLARKE: I mean, assets produce income.

10 MR. OLSON: Yeah.

11 MR. CLARKE: That's pretty fundamental. How  
12 do you finance assets? Well, equity, debt, grants,  
13 or net income.

14 MR. AUDINO: But as I'm listening, some of  
15 those examples you guys are chatting about right  
16 now fall under the how -- ways to improve the  
17 financial health, correct?

18 MR. LUCETTE: I think there's some, but  
19 there's also some, from what was discussed earlier,  
20 is how do you -- effectively or smart planning, how  
21 do you optimize the use of that asset as well? Not  
22 just from a financial standpoint, but also from a  
23 functional standpoint. So the two are going to  
24 have some dependencies but can also I think operate  
25 as separate issues.



1           MR. AUDINO:  So is optimizing -- optimizing  
2           the use of assets --

3           MR. LUCETTE:  I think it --

4           MR. AUDINO:  -- an issue unto itself with  
5           those assets being financial, those assets being  
6           land, those assets being -- or am I --

7           MR. LUCETTE:  You're right.

8           MR. AUDINO:  -- am I stretching things too  
9           much?

10          MR. LUCETTE:  No, no.  Optimizing the asset  
11          is -- maximizing the utilization, optimizing the  
12          asset, these are I think comparable issues.

13          MR. CLARKE:  We need to focus on  
14          income-generating assets.  We talked at a meeting  
15          with Ed this afternoon about a new perimeter fence.  
16          Well, that produces zero income, but evidently it's  
17          going to be funded with a grant, so it's free.  So  
18          do we care what the return on the asset is?  It's  
19          zero.  We don't care because uncle and, you know,  
20          Ron [phonetic], they're giving it to us, the money,  
21          so we put up a new fence.

22          But if -- if we're going to maximize revenue,  
23          we need to maximize our income-producing assets  
24          that are hangars, restaurants, office space.

25          MR. AUDINO:  Right.

1           MR. CLARKE: You know, rent land on the other  
2 side of the -- that -- that land on the other side  
3 of U.S. 1 could potentially generate \$5 million a  
4 year in, you know, land rents.

5           MS. LIOTTA: Well, that's -- I agree with that  
6 with I guess maybe a small caveat of we also need  
7 to keep our -- our infrastructure that supports our  
8 revenue-generating activities --

9           MR. CLARKE: Oh, without a doubt.

10          MS. LIOTTA: -- up to -- up to par. So if the  
11 fence is literally falling over, that's going to be  
12 a problem for all of the other operations.

13          MR. CLARKE: Yeah.

14          MS. LIOTTA: You know, and upgrading the tower  
15 seems like a great idea.

16          MR. CLARKE: Yeah, yeah, yeah. Exactly.

17          MR. AUDINO: So you all --

18          MR. CLARKE: That will -- that will -- having  
19 those facilities in place will mean that we -- we  
20 have -- we're more attractive to people who are  
21 willing to pay rent to park their aircraft on our  
22 field.

23          MR. AUDINO: Right. So you can create the  
24 environment that might be conducive to  
25 revenue-generating entities locating here, right?

1 MR. CLARKE: Yeah.

2 MR. AUDINO: So, as Remy noted, I kind of took  
3 us on a little sidebar there when I asked you to  
4 write down the three themes, which got us to this  
5 point. And then I'm sensitive again, Bob, to your  
6 comment that you are feeling like maybe there are  
7 big picture issues that are on the cutting floor or  
8 that we haven't incorporated in an issue yet.

9 MR. OLSON: No. I mean, actually I was  
10 concerned that there were not necessarily big  
11 picture issues, but issues that have come up --  
12 that we've talked about here tonight that have come  
13 up that are not -- don't fit in those three, but  
14 may -- but I'm not sure whether all of them can fit  
15 in.

16 MR. LUCETTE: We don't -- we're not tied to  
17 three issues --

18 MR. AUDINO: Right. Right.

19 MR. LUCETTE: It could be five --

20 MR. AUDINO: Right.

21 MR. LUCETTE: -- it could be seven.

22 MR. AUDINO: Right.

23 MR. LUCETTE: Whichever list you feel gets you  
24 to a point where you've covered -- you've covered  
25 the ground what you feel the 20-year plan should

1 address.

2 MR. OLSON: Okay.

3 MR. AUDINO: And so, to pick up on Remy's  
4 point, Bob, so I just heard you say that we  
5 talked -- you guys discussed some items or we've  
6 discussed some items tonight that don't fall into  
7 any of those three issues.

8 MS. LIOTTA: Yeah, not neatly.

9 MR. AUDINO: Right. So can you help us all  
10 understand what those items are and what an issue  
11 might be that would capture all of them or some of  
12 them? I mean, hopefully we've captured them on the  
13 threats, weaknesses, opportunities, and strengths.

14 MR. OLSON: Oh, yeah. I mean, they -- we've  
15 got them on charts here.

16 MR. AUDINO: Yeah, right.

17 MR. OLSON: Yeah. So, yeah, we've captured  
18 them that way.

19 MR. AUDINO: But, we're trying to  
20 transition --

21 MR. OLSON: Uh-huh.

22 MR. AUDINO: -- from the data inputs to use  
23 Dennis' analogy, use the data to craft strategic  
24 issues, okay? And we have three up there, and I'm  
25 hearing you say loud and clear that those three

1 don't cover others that are listed here. So I'm  
2 kind of putting the burden back on your shoulders.

3 What -- not yours personally, but collectively  
4 you three, what -- what is a big picture  
5 policy-focused issue that would capture the items  
6 that you have so that nothing's left on the cutting  
7 floor?

8 MR. OLSON: Well, yeah. I don't know. Maybe  
9 they do fit, but one of the things that several  
10 of -- that I think we all have mentioned, is -- is  
11 climate change, environmental, the whole threat  
12 issue of our airport needing to deal with  
13 resiliency on climate change. But maybe that fits  
14 under asset.

15 MR. AUDINO: Well, let's not -- let's keep it  
16 at the policy level right now.

17 MR. OLSON: Maybe it's a fence that needs to  
18 be replacing, but I don't know. I mean, it seems  
19 like a -- that's something that's hanging out  
20 there.

21 MR. AUDINO: So you're suggesting, and I don't  
22 mean to put words in your mouth, but you're  
23 suggesting an emphasis on -- or a policy that  
24 addresses environmental stewardship or  
25 environmental sustainability or resilience --

1 MR. OLSON: Yeah.

2 MR. AUDINO: -- is important to you and it's  
3 something that the Authority should be focused on  
4 going forward.

5 MR. OLSON: But I think it definitely needs to  
6 be in our strategic plan because, again, we -- our  
7 airport was shut down twice in the last several  
8 months because of storm surge. But we also have  
9 all this business of we're growing.

10 Part of the site development is bumping into  
11 wetlands and gymnastics to create -- get -- get  
12 permits to build in environmentally sensitive areas  
13 of our site. It's also really expensive storm  
14 drainage solutions to a lot of it, including the  
15 land across -- from the west side -- on the west  
16 side of the -- of U.S. 1.

17 You know, it'd be great if we can get to a  
18 point where we're getting -- we're clearing  
19 \$5 million a year out of the land on the west side,  
20 but I'll just say the storm drainage work to --  
21 depending on what would go on it, if it's a lot of  
22 impervious surface, would be extremely expensive.  
23 It actually might make many things unfeasible to  
24 do.

25 MR. CLARKE: Well, in the -- in the plan

1           somewhere, the county identified I think 780 acres  
2           of -- or maybe it was the engineers identified five  
3           or six parcels collectively was about 780 acres for  
4           some kind of use.

5           MR. OLSON: Yeah. And, you know, that use --

6           MR. CLARKE: I don't know if that --

7           MR. OLSON: -- the master plan use, one of the  
8           mentioned uses in the current master plan is a  
9           logistics park, essentially a warehouse  
10          distribution, which is huge amounts of impervious  
11          land.

12          MR. CLARKE: Oh, yeah.

13          MR. OLSON: A lot of paving for big trucks to  
14          move around, one-story buildings with big roofs  
15          taking up all that land area, and few job creation,  
16          and probably minimal connection with the airport  
17          other than we hear Northrop Grumman needs some  
18          warehouse space.

19          MR. AUDINO: So based on what you know and  
20          what you think you know, does -- and I'm not going  
21          to you specifically, Bob --

22          MR. OLSON: Okay.

23          MR. AUDINO: I'm looking in the mirror.

24          MR. OLSON: There's another way that's been  
25          phrased.

1           MR. AUDINO: No, looking forward. Looking  
2 forward. So, are there -- I mean, we talked about  
3 more hangars. You talk about commercial air  
4 service. You talk about other businesses on this  
5 property, right?

6           Are there real and present dangers from an --  
7 from an environmental perspective? So if I'm an  
8 airline CEO and I going to say, what, there's no  
9 way in hell I'm parking aircraft here because  
10 you're at risk of flooding?

11          MR. OLSON: No.

12          MR. AUDINO: I mean, seriously I don't know.  
13 I'm asking the question. Is it -- how immediate --  
14 immediate is that?

15          MR. OLSON: The answer from a doing business  
16 standpoint is probably not immediate.

17          MR. AUDINO: Okay.

18          MR. OLSON: But if it's not on our -- but yet,  
19 the solution -- I mean, depends on how long range  
20 we're thinking. The solution needs to be worked  
21 with other things now. And again, I mean, I guess  
22 you could say maybe it is immediate.

23          When we -- when the southeast -- southwest  
24 Florida was hit by the hurricane, with all of the  
25 devastation there, they were I'm sure very



1 dependent on their airports working to help with  
2 the immediate recovery activity and the long-term  
3 recovery activity.

4 If our airport can't stay open when we have a  
5 disaster, that's pretty bad. And I think it's also  
6 an opportunity to get grant money while it's  
7 available because I'll tell you there -- that's a  
8 big theme now of resiliency for disasters.

9 MR. AUDINO: Right.

10 MR. OLSON: And we're getting multimillion  
11 dollars to rebuild our beach every two years in the  
12 county. Probably would better go to raising our  
13 runways and things like that. But, you know, we're  
14 not -- we're not even at the -- we're not even in  
15 line for major federal assistance for airport  
16 disaster resiliency right now.

17 MR. AUDINO: What is the planning horizon?

18 MR. LUCETTE: 20 years.

19 MR. AUDINO: 20 years --

20 MR. LUCETTE: Yeah.

21 MR. AUDINO: -- on this project?

22 MR. LUCETTE: Yeah, that's the --

23 MR. AUDINO: Okay. Okay.

24 MR. LUCETTE: So I think there is -- there is  
25 an issue around environmental challenges,

1           resiliency --

2           MR. LENDA:   Sustainability.

3           MR. LUCETTE:  -- sustainability.  So how do we  
4           incorporate -- how do we incorporate our  
5           environmental challenges in our planning, to  
6           improve our resiliency or something like that?

7           MR. AUDINO:  Yeah.  Let's write that down.

8           MR. CLARKE:  Need to buy about 1,500 acres of  
9           land that's on --

10          MR. AUDINO:  That would be -- that would be  
11          strategic initiative.  That would fall underneath  
12          the strategic issue --

13          MR. CLARKE:  And then develop it --

14          MR. AUDINO:  We're not there.

15          MR. CLARKE:  -- 25 feet --

16          MR. AUDINO:  We're not there.

17          MR. OLSON:  I mean, again, it could go into --  
18          broadly under management of a physical asset or  
19          asset management.  I mean, broadly it would fit  
20          under that, but...

21          MR. LUCETTE:  Remember that the issues can  
22          have inter -- you know, interconnected --

23          MR. OLSON:  Yeah.

24          MR. LUCETTE:  -- influences.

25          MR. AUDINO:  So, so far as Remy's finishing

1 up, we have -- we have a strategic issue dealing  
2 with human resources, we have a couple of strategic  
3 issues that are dealing with -- one with respect to  
4 financial health, related one optimizing  
5 income-producing assets. Now you've identified a  
6 strategic issue dealing with environmental  
7 challenges.

8 I'm going to keep driving you back to this  
9 list of data, these inputs, right? And as you have  
10 thought about it and continue to think about it,  
11 are there other big picture policy or thematic  
12 directions that you're reading into all of that?

13 MR. OLSON: Is embracing advances in air  
14 technol- -- air flight technology and servicing air  
15 transport, is that -- does that fit in any of  
16 those?

17 MR. LUCETTE: I think it can be -- this is one  
18 that could be -- that doesn't overlap enough to be  
19 necessarily part of these. It could be a separate  
20 item.

21 MS. LIOTTA: Yeah --

22 MR. OLSON: Because that's probably the one  
23 thing that I've seen that probably may not be  
24 covered in some of that right now. Looks like  
25 other stuff is, actually.

1 MS. LIOTTA: Well, yeah, the ones that are up  
2 there, I think are all really important, but they  
3 in some way seem kind of inward-looking.

4 What's -- what do our revenues look like?  
5 What does our accounting practices look like? What  
6 is -- do we have enough people to provide these  
7 services? And those are all really important. But  
8 I don't see anything that's more -- a little more  
9 outwardly looking.

10 Like what do we need to do to interact with  
11 others to get what -- to help with those things?  
12 Like, you know, if we're going to do the aerospace  
13 cluster, what do those businesses want? What do we  
14 need to do to attract the kind of development we're  
15 looking to accomplish? And that's going to require  
16 interaction with other -- other businesses --

17 MR. AUDINO: So, as I'm --

18 MS. LIOTTA: -- and community members.

19 MR. AUDINO: No, I really appreciate the  
20 perspective there, too. Instead of looking inward,  
21 we need to look outward and, you know, what do we  
22 need to do to -- or how do we need to interact with  
23 other organizations or entities or community  
24 partners or whatever the phraseology might be such  
25 that we're able to accommodate some of the things

1           that are on this list? Am I hearing correctly  
2           where you're going with that, Jennifer?

3           MS. LIOTTA: Yeah. I think so, yeah.

4           MR. LUCETTE: I think there is something there  
5           hasn't been.

6           MR. AUDINO: Sure.

7           MR. LUCETTE: What can we do to --

8           MR. AUDINO: Well, again, I go back to some of  
9           the inputs from the external stakeholders who -- I  
10          mean, there were several comments again about, you  
11          know, being more aggressive or proactive with  
12          respect to economic development and being a greater  
13          part of the political scene -- and I'm not sure the  
14          Chamber of Commerce was mentioned, I don't know for  
15          sure, but I mean, as I read that -- and again, it's  
16          you guys, not us guys -- but as I read that, there  
17          was clearly a thrust for and a desire for the  
18          Airport Authority to be more engaged in the  
19          broader -- in the broader community. And some  
20          people talked about educational pieces and --

21          MR. LUCETTE: Marketing.

22          MR. AUDINO: -- market -- yeah, all of that,  
23          right? Which I think, from what I'm hearing you  
24          say, Jennifer, fits into this, what can we do to --  
25          you know, more --

1           MR. LUCETTE: To attract the businesses we  
2 want at this airport or something?

3           MR. AUDINO: I think it was more broad than  
4 that, though, Remy. I think -- don't -- this is me  
5 speaking. I thought you were speaking more about a  
6 broader engagement with the -- with the greater  
7 community or that that's a --

8           MS. LIOTTA: I think that's part of it. It's  
9 like, yes, I mean, understanding and being a part  
10 of the broader conversation in the community  
11 that -- you know, what can we do to accomplish that  
12 interaction and understanding?

13           But also if we're looking to increase our  
14 revenues by bringing certain aerospace technologies  
15 into the area, we're going to need to engage with  
16 them and understand what they're looking for and  
17 make this an attractive place for them to come.

18           MR. AUDINO: Right, right.

19           MS. LIOTTA: You know, ultimately that's going  
20 to help the -- you know, our -- the airport's  
21 bottom line and in revenues for, you know, leases,  
22 but also the whole surrounding community economic  
23 development, bringing good jobs here, win-win. But  
24 we have to know what the win is on the other side  
25 for it to be a win-win, right? It's not just our

1 win.

2 MR. LENDA: Interacting with outside  
3 organizations for the benefit of both parties.

4 MS. LIOTTA: Yes. Whether that's, you know,  
5 parks or scheduled service or other, you know,  
6 leases, you know, it's like --

7 MR. LUCETTE: So it's to become more  
8 attractive for businesses and community and out of  
9 that you can get -- initiative, you could get two  
10 initiatives out of this one sense. There could be  
11 one that's more focused on the commercial aspect  
12 and one that's more focused on the community or the  
13 engagement.

14 MR. AUDINO: What was it you just said, Ryan,  
15 a moment ago that Jennifer --

16 MR. LENDA: Interact with outside  
17 organizations for the benefit of both parties.

18 MR. AUDINO: And the look on your face,  
19 Jennifer, was one of, oh, yeah, that's --

20 MS. LIOTTA: Yeah, that works.

21 MR. AUDINO: And I know -- we -- it's a  
22 challenge not to become guilty of, oh, we're  
23 getting close to the end of the time so I'll agree  
24 to anything, right? I mean, I don't want it to  
25 become that. But, I did, I saw your face sort of

1 light up a little bit when Ryan said that. I think  
2 that's closer to what you were thinking.

3 MR. CLARKE: Think of how much we have in  
4 common with a lot of different outside entities  
5 that aren't even near. I mean, there are probably,  
6 I don't know, I'm just guessing 50 companies, maybe  
7 a hundred companies that are trying to develop  
8 flying cars and electronic -- you know, electric  
9 vertical takeoff and landing vehicles.

10 So, there are people that are -- if you drive  
11 from here to New York City on I-95, you're wishing  
12 half the way that you were in an airplane, right?  
13 Because it's just -- the highway system is -- is so  
14 crowded. So --

15 MS. LIOTTA: Yeah. In 15 years, this airport  
16 conversation could be away from scheduled service  
17 and towards E -- E -- what is it, EV tolls?

18 MR. CLARKE: EV tolls.

19 MS. LIOTTA: Service over to Jacksonville or  
20 Orlando or Daytona to catch a direct flight  
21 somewhere.

22 MR. AUDINO: And that ties into, as I look at  
23 it, your smart planning line here, right? It's not  
24 just physical planning, it's business planning,  
25 right?



1           MR. CLARKE: The whole idea of air transport  
2 replacing -- I think it was Franklin Roosevelt  
3 said, you know, at some point in the -- in either  
4 the Depression or whatever, he said a mile of  
5 highway goes nowhere, but a mile of air -- runway,  
6 airport runway goes everywhere, right? You guys  
7 have heard that before.

8           MR. AUDINO: Yeah.

9           MR. CLARKE: And it just, whenever society and  
10 the government and whenever we come to the  
11 realization that, you know, we better support these  
12 small airports and we better stop closing them in  
13 California because otherwise we're all going to be  
14 experiencing gridlock and -- you know, when we try  
15 to travel less than 500 miles.

16           So it's -- you know, we have a -- the port of  
17 entry into that National Airspace System and we  
18 better, you know, make sure we maximize it.

19           MR. AUDINO: Right. Well, as I listen to you  
20 and I think about this issue here that, it's not  
21 just businesses, it's metropolitan planning  
22 organizations --

23           MR. CLARKE: Yeah.

24           MR. AUDINO: -- and it's the state DOT and  
25 it's the transit and it's -- it's rail. I mean,

1           it's the whole multimodal transportation piece is  
2           what could fit into that, right?

3           MR. OLSON:   And the kinds of things you're  
4           talking about are immediate opportunities if we  
5           want to think about companies doing R&D and  
6           prototyping and testing, because they're at other  
7           GA airports.

8           MR. AUDINO:   Right.

9           MR. OLSON:   Some of the companies that are,  
10          you know, talked about in the Wall Street Journal,  
11          the young ones that have partners maybe with big --  
12          bit aircraft companies, they're based at GA  
13          airports, many of them, because they need the kind  
14          of facilities --

15          MR. CLARKE:   Yeah.

16          MR. OLSON:   -- we've got here.

17          MR. AUDINO:   So I think we are at a point  
18          where we have identified -- what do we have, five  
19          strategic issues that we've identified? Does this  
20          adequately capture your direction, Jennifer,  
21          looking outside not inward?

22          MS. LIOTTA:   (Nods head.)

23          MR. AUDINO:   Okay.   Okay.   You know, we --  
24          another -- the next task is to take each of these  
25          strategic issues and identify strategic

1 initiatives. What could we do? What could you do  
2 specifically to address each and every one of  
3 those?

4 And so, we can just pick those up one by one.  
5 And I'd ask you to take a moment and just think  
6 about each one of those again and maybe jot down a  
7 few thoughts.

8 So, what specifically could -- and, Remy, jump  
9 in and tell me if I'm giving inappropriate guidance  
10 here. But what could you specifically do to ensure  
11 that the human resources can serve your current and  
12 future needs, right? What can you specifically do  
13 to improve the financial health? What can you  
14 specifically do to optimize income-producing  
15 assets, et cetera? And the same for the last two,  
16 right?

17 And you may have already had -- you may have  
18 already teed up a number of those ideas in the  
19 conversations this evening. That level of  
20 specificity is what you're hunting for -- what  
21 we're hunting for?

22 MR. LUCETTE: You're correct. Now it's not --  
23 the level of specificity is not, again, something  
24 that a single action could answer. So it's not  
25 down to the level of, well, we need a new financial

1 software. That -- that's going to be some of the  
2 actions -- or we need to hire a CFO. That's going  
3 to be an action.

4 MR. AUDINO: Right.

5 MR. LUCETTE: So it's just still one that --  
6 it's give us what you feel some of the initiatives  
7 should be. We can research those and bring back a  
8 series of actions for your consideration, and at  
9 the next workshop, we can revisit those, augment  
10 those, add some, anything like that.

11 But now what we'd like to do from you is more  
12 think of actions from the Airport Authority  
13 standpoint from a policy standpoint what we can do.

14 We can -- the first one, which is about  
15 staffing, you know, we -- we must establish  
16 staffing -- staffing resources for the airport that  
17 can support the mission, our mission.

18 This is an initiative. It's not completely  
19 new. It's you're now transitioning from we have a  
20 problem to this is our line of -- line of policies  
21 to solve that problem if you want.

22 MS. LIOTTA: I mean, to me, I don't think  
23 there's enough infor- -- like there's -- I don't  
24 think there's any actionable information. I mean,  
25 there's just like a generally understood, you know,

1 need for more HR support, you know, but nothing  
2 specific. Like do we know in what areas? Like  
3 which specific roles? Should there be, you know,  
4 categorizations for succession planning? I mean,  
5 that requires granular information that I certainly  
6 don't have.

7 MR. OLSON: One way to --

8 MR. LUCETTE: Absolutely.

9 MR. OLSON: One way that I've worked to try to  
10 understand that as a board member is looking at the  
11 staffing at other airports that have much the same  
12 activity and needs for HR as we have and  
13 benchmarking, looking at their organization and  
14 actually -- actually, I went -- to get better  
15 acquainted with our business here, I went and  
16 visited them. And that's been -- but they're --  
17 looking at -- just looking at their org. charts  
18 give a good idea of where our gaps are in staffing  
19 our functions.

20 MS. LIOTTA: Well, it seems like the  
21 benchmarking concept touches on a lot of these  
22 things.

23 MR. OLSON: Yeah. Oh, yes.

24 MS. LIOTTA: Like what -- what should be  
25 reserves? What are -- is there, you know, an

1 industry standard for GA airports? I don't know if  
2 that's a good fit of a term, but --

3 MR. OLSON: I don't know.

4 MS. LIOTTA: But what should it be and --

5 MR. OLSON: Yes. In fact --

6 MS. LIOTTA: -- what are others doing?

7 MR. OLSON: In fact, that's what our here, our  
8 consultant team, our Ricondo team, is doing right  
9 now, is -- is it five airports we're looking at  
10 that we can -- are looking at every factor or a  
11 bunch of factors what we've been talking about now  
12 is one of them? But capital reserves is another  
13 one. Where -- where they're getting their revenue,  
14 where their revenue increases are coming from, all  
15 of that is part of what -- is that the next  
16 workshop?

17 MR. LUCETTE: It is.

18 And I think, Jennifer, in response to your  
19 question, we don't want to get granular. What we  
20 would like is to -- and we could work with these --  
21 if we can't get to initiatives, we can work with  
22 these.

23 But we needed that level of direction to  
24 understand where you wanted us to spend time and  
25 put together materials in terms of, we need more

1 information on staffing.

2 And when you'll talk about the different  
3 actions for staffing, you know, one action could be  
4 to identify on a yearly basis the potential  
5 staffing deficiencies that may exist when one staff  
6 becomes overworked, overloaded in terms of  
7 responsibilities.

8 So those are all going to be actions that will  
9 come after we've identified we must establish  
10 staffing policies that enable us to -- to address  
11 the -- you know, the different factors that have  
12 been brought up through this -- through the  
13 planning process, through our budgeting process.  
14 So it's a -- it's a commitment from the board that  
15 there is a policy that needs to be discussed around  
16 staffing.

17 So we're not getting into actions just yet,  
18 but you're giving us an area that we can start  
19 digging through the benchmark, through what exists  
20 today, through, you know, what happens when the  
21 airport grows if you add a hundred -- if you add a  
22 hundred less -- leases for new T-hangars, how do  
23 you manage that? You know, it's now twice --  
24 50 percent more than what you have. How do you  
25 deal with that?

1           MS. LIOTTA: And by staffing, could that also  
2 meaning looking into potentially ways to enhance  
3 with outsourced --

4           MR. LUCETTE: I think that's part of it.

5           MS. LIOTTA: -- groundskeeping or whatever --

6           MR. LUCETTE: That's part of it.

7           MS. LIOTTA: -- you know? Okay.

8           MR. LUCETTE: And really the reason we bring  
9 up initiatives is, those issues might be formulated  
10 to a point where you feel that each issue  
11 essentially creates its own initiative. But  
12 sometimes an issue can create two initiatives or  
13 three initiatives.

14           For instance, the one you mentioned about how  
15 do we interact with external organizations, there  
16 might be a very particular policy guidance towards  
17 commercial organization and one that's more towards  
18 engagement with local community organizations, and  
19 two different -- almost two different staff to do  
20 this job because one needs to be understanding  
21 leases and marketing and one needs to understand  
22 public relations, for instance.

23           MR. AUDINO: And I think about the example  
24 that we have here with the strategic initiative.  
25 We're talking about integrating the airport with



1 the region's political scene. And as I -- as I'm  
2 listening to that, theoretically it could be an  
3 initiative under -- under this particular issue.

4 And then back to the human resources, do you  
5 have the people on -- do you have people on staff  
6 who have the skill sets and the wherewithal to --  
7 to ensure that you've integrated with the airport's  
8 political scene? I don't know. I'm just --

9 MS. LIOTTA: I'm not sure if the airport  
10 does -- I'm not even sure what that means.  
11 Lobbying?

12 MR. LUCETTE: Well --

13 MR. AUDINO: Again, I mean, it's not from --  
14 we didn't make this up. It's from some other  
15 airport that --

16 MS. LIOTTA: Yeah, and I'm not sure -- I don't  
17 know what that would mean for us.

18 MR. LUCETTE: But it could be briefing to  
19 city, briefing to multiple cities, briefing to the  
20 county, briefing to --

21 MR. AUDINO: Regular meeting with --

22 MR. LUCETTE: -- the state --

23 MR. AUDINO: -- your political constituents --

24 MR. OLSON: Okay.

25 MR. AUDINO: -- or your delegation, excuse me.

1           MR. OLSON:  So -- but it's -- I just want to  
2 clarify.  That example is not one that was derived  
3 from any of the --

4           MR. LUCETTE:  That's correct.

5           MS. LIOTTA:  Yeah, that's --

6           MR. AUDINO:  That's not yours.

7           MR. OLSON:  Okay.

8           MR. AUDINO:  It has nothing to do with you  
9 guys.

10          MS. LIOTTA:  Yeah, okay.

11          MR. LUCETTE:  And one last thing.  These are  
12 not your final initiatives.  We'll bring those --

13          MR. AUDINO:  Right.

14          MR. LUCETTE:  -- back to you in January.  We  
15 just want to hear from you, can you start seeing  
16 some initiatives here?  This is not what goes final  
17 in the plan; we're just getting input on this for  
18 now.

19          MR. OLSON:  Okay.

20          MR. CLARKE:  I think you're both -- Jennifer  
21 and Bob mentioned benchmarking and, you know,  
22 that -- that's something that I've done throughout  
23 my career, and I called it a peer group analysis in  
24 the banking business and in the utility.

25                 You know, if we have -- if we have certain

1 metrics, we could boil these down to certain  
2 metrics, we have -- okay, we know we have 120,000  
3 operations per year. We have six -- how many  
4 employees do we have? How many ops per employee?

5 If we -- if we have a peer group or, you know,  
6 a benchmarking group of five or ten airports around  
7 the country that are similar to us, let's analyze  
8 them. Let's say, well, where do we stand in terms  
9 of our number of personnel per operation, per, you  
10 know, aircraft housed on our facility, et cetera?  
11 So, you know, those -- those kinds of things are  
12 important and we can -- we can draw conclusions  
13 from them.

14 MR. AUDINO: Right, right.

15 MR. LUCETTE: And we'll -- we'll bring that to  
16 you at the next workshop.

17 MR. CLARKE: Okay.

18 MR. LUCETTE: So exactly that. Employees per  
19 hundred thousand operations, employees per million  
20 annual revenues, things like that, we'll have that.

21 MR. CLARKE: Yeah. Yeah, that's real key.

22 MS. LIOTTA: Is that -- does that also get  
23 into revenue things like price per square on  
24 different types of hangars or, I mean, that kind  
25 of --

1           MR. LUCETTE: I think we're asking the rates  
2 from those benchmark airports; however, all those  
3 rates, that's much more local.

4           There are a couple of survey that are done  
5 annually that can provide some benchmark on -- on  
6 local rates, which is more of an appraiser study  
7 that's done locally. Some of the benchmark  
8 airports are not in the state of Florida, so we're  
9 looking at --

10          MS. LIOTTA: Okay. Yeah.

11          MR. LUCETTE: -- the east region but a little  
12 further away.

13          MR. OLSON: There are rent studies available  
14 also, though. There's -- that are for Florida  
15 specific, like hangars and all that, so --

16          MR. LUCETTE: Correct.

17          MR. OLSON: -- that that's available. Current  
18 stuff, there's a firm in Miami that does it. For  
19 some reason, they must make money doing it, but  
20 they provide it liberally to --

21          MR. LUCETTE: It's marketing.

22          MR. OLSON: -- to everyone.

23          MR. AUDINO: Well, I'm not quite sure where to  
24 take this conversation right now, Remy.

25          MR. LUCETTE: Well, are there -- from these

1 issues, I mean, we see HR one, the financial one.  
2 I think we know what type of materials we can  
3 assemble and analyze for you for the next workshop  
4 to have better visibility.

5           Optimize income-producing asset, there might  
6 be a couple of initiative there. One might be  
7 more, you know, how do we prioritize the  
8 development of our facilities? One could be  
9 more -- one is prioritizing, one is functionally.  
10 You know, one could be more from a financial  
11 standpoint. One could be more from a functional  
12 standpoint.

13           As a policy, if you have two competing  
14 development for the same parcels, how do we -- how  
15 do you approach that, for instance? So what's --  
16 you know, how do you want us to approach this and  
17 to look into this, for instance? Same for the  
18 number five. This is an issue that's very broad.

19           MS. LIOTTA: Oh, yeah.

20           MR. LUCETTE: Can we narrow this down maybe  
21 into a couple of different initiatives?

22           Which again, those initiatives are you as the  
23 board, how do you project yourself to create a  
24 policy to help -- to help you get through your  
25 mission and towards your vision? It -- it's almost

1 an action that you want to take to guide your  
2 policies.

3 MR. AUDINO: So what do you guys think about  
4 all of that? Are we providing enough clarity for  
5 you to add any value at this moment in time or --

6 MR. OLSON: I guess I've got this urge to  
7 start thinking more, you know, the next steps, you  
8 know, the practical path forward for each of these  
9 things that we need to do but, you know, I guess  
10 that's the next session, right?

11 MR. LUCETTE: Will be. Jennifer, I'll ask  
12 you, since you're -- you led the formulation of  
13 Number 5.

14 Can you think of a couple of areas that we  
15 should further evaluate or analyze for the next  
16 workshop to help you -- to help you build the  
17 content that comes under that initiative? The  
18 data, the -- what are we talking about more  
19 specifically? If you could...

20 MS. LIOTTA: There's -- that's really, really  
21 broad to narrow that down into two or three  
22 different things probably.

23 I think a lot of it just -- I just -- I don't  
24 know what you want to work on first without the  
25 benchmarks in my mind. It's like, well, how do

1           you -- you know, if you know you're already doing  
2           something that's kind of market, maybe that's good  
3           enough and you shouldn't be working on it anymore;  
4           you should be moving to something else that's, you  
5           know, off kilter and might be a barrier that you  
6           didn't realize. So, I -- but I -- I don't -- I'm a  
7           detail person, so I just don't know.

8           MR. CLARKE: I have a question. I missed -- I  
9           didn't make the first planning meeting I guess with  
10          the external -- you know, these groups.

11          MR. LUCETTE: Stakeholder.

12          MR. AUDINO: Uh-huh.

13          MR. CLARKE: Did they provide any insight into  
14          that, you know, what -- how they want to interact  
15          with us? Did they --

16          MR. LUCETTE: They did not specifically go to  
17          how they want to interact with you. They did make  
18          suggestions on groups where the airport could send  
19          people to attend meetings and to participate and  
20          monitor opportunities or coordinate opportunities.  
21          Well, we can share that in the notes. We have --

22          MR. CLARKE: Okay.

23          MR. LUCETTE: -- meeting notes for all three  
24          of those.

25          MR. CLARKE: Was it -- were they the, what is

1           it, the Transportation Planning Organization --

2           MR. LUCETTE: We had FDOT, so the Federal  
3 Department of Transportation --

4           MR. CLARKE: Okay.

5           MR. LUCETTE: -- the St. Johns County Economic  
6 Development Group, Chamber of Commerce Visitor --  
7 Visitors & Convention Bureau.

8           MR. OLSON: Civic Round Table people.  
9 Flagler College. Are you talking about -- you're  
10 talking about the external one?

11          MR. LUCETTE: External.

12          MR. CLARKE: Yeah.

13          MR. OLSON: Yeah, it was a -- the group was  
14 enough to sit around this table fully. I mean, it  
15 was -- this table was fully occupied and they were  
16 very -- the -- they were mentioning things, but  
17 they -- the things most commonly mentioned, of  
18 course as you would expect, is scheduled air  
19 service --

20          MR. CLARKE: Commercial, yeah.

21          MR. OLSON: -- stay off the tax rolls, were  
22 the two big things.

23          MR. CLARKE: Yeah.

24          MR. OLSON: And then broadly, more airport  
25 engagement or -- in economic development. And --



1 but they realized also how important the airport is  
2 for economic development. It's not that -- it's  
3 that the community is very interested in the  
4 airport acting in a way that takes advantage of the  
5 airport asset for economic development.

6 MR. CLARKE: Uh-huh.

7 MR. OLSON: But they connected, several of  
8 them as I recall, the availability of scheduled air  
9 service itself with economic development.

10 MR. CLARKE: Uh-huh.

11 MR. LUCETTE: Yeah. And the St. Johns County  
12 staff was also very interested in how you can  
13 optimize/maximize the development of that land west  
14 of U.S. 1.

15 MR. CLARKE: Oh, they were?

16 MR. LUCETTE: Understanding what -- is that  
17 actually something the airport needs? I think  
18 there was maybe an under -- a question about do you  
19 actually need all this land for the airport, and if  
20 so, what are you going to do on it?

21 MR. CLARKE: Highest and best use.

22 MR. LUCETTE: We discussed it.

23 MR. CLARKE: You did?

24 MR. OLSON: You know, some of the --

25 MR. CLARKE: It's for rent.

1           MR. OLSON: Some of the thinking in our  
2 community when you think about real estate is very  
3 immediate. I mean, it's like what can we do to  
4 monetize this chunk of forest?

5           And so, you know, whenever I run into people  
6 that talk about it, I say there's really  
7 development opportunities but, you know, it's --  
8 land is scarce. It's very scarce in this county,  
9 and the airport's going to be here a long time,  
10 so -- and there's -- while it's not generating  
11 revenue for us, it's -- the holding costs are  
12 minimal --

13          MR. CLARKE: Yeah, that's true.

14          MR. OLSON: -- you know.

15          MR. LUCETTE: And that's -- go ahead.

16          MR. OLSON: I don't know if y'all have had a  
17 chance to look at prior master plans for the  
18 airport, but the master plan done in 1996, '95 or  
19 '96, was done by -- involved -- most of the  
20 attention was on relocating U.S. 1 and FEC tracks  
21 further west, looping it further west to actually  
22 bring that -- a good portion of that land into --

23          MR. CLARKE: In our footprint?

24          MR. OLSON: -- into the main footprint of the  
25 airport. And, you know, cost was \$195 million at

1 the time to do it. It's not cheap, but that was  
2 one of the costs.

3 But again, this master plan, our current one,  
4 involves a new road connection and an interchange  
5 with I-95, which is probably -- you know, you could  
6 question whether that's in any time frame you can  
7 think about and plan for and build a strategy  
8 around.

9 MR. CLARKE: Does anyone know whether that  
10 will connect with the new toll road that's -- the  
11 outer beltway coming through Green Cove Springs?  
12 Is that part of -- is that the same interchange?

13 MR. WUELLNER: No.

14 MR. OLSON: No, that's further north.

15 MR. CLARKE: Okay.

16 MR. OLSON: Yeah. The First Coast Expressway?

17 MR. CLARKE: Yeah. Okay.

18 MR. LUCETTE: So we have ten minutes left and  
19 I think we -- we received a lot of valuable input  
20 here between the SWOT and what we heard.

21 On the issues, can you think of anything that  
22 you would like us to dig a little more into prior  
23 to the next workshop that may not be in this list  
24 currently?

25 Bob, you mentioned are we dropping anything

1 off right now. Is there anything that comes to  
2 mind, and if it's not a formulated issue, just in a  
3 couple of words, something of interest to you that  
4 you would like us to research for the next  
5 workshop?

6 MR. OLSON: I guess one of the things -- and  
7 I'm not sure this was research, but I think  
8 spending time as a -- in a board workshop looking  
9 at some of the charts that -- even in some of the  
10 charts that Ryan generated, I think looking at  
11 these charts, we don't -- one thing -- and I guess  
12 Dennis would see this as something that we do need  
13 to do.

14 When we get financial reports and financial  
15 information, it's not charted, it's in a  
16 spreadsheet. But if you look at information in  
17 chart -- piecharts, bar charts, trends over time,  
18 it's very insightful.

19 And some of these, I mean, I just struck  
20 thought looking at this, the pie chart, that shows  
21 where our ex- -- our revenues and expenses. I  
22 mean, our both personnel and admin take up the  
23 lion's share of our expenses.

24 MR. CLARKE: If I'm elected treasurer, I will  
25 promise to do that for you.

1 MR. OLSON: Are you campaigning?

2 MR. CLARKE: No, I'm not. Charts are very  
3 valuable because there are two different kind of  
4 people in the world, people who like to look at  
5 numbers and people like to look at charts.

6 MR. OLSON: It just is a different -- it's  
7 just so much more insightful --

8 MR. CLARKE: Yeah, it is. You're right.

9 MR. OLSON: -- looking at a chart. But I  
10 think looking at -- when we start looking at in  
11 de- -- in more detail at revenue streams, that's  
12 going to be important.

13 But I guess another thing that would probably  
14 be good for us, and maybe you-all know a feel for  
15 it, is I think as a -- in a work session, we should  
16 be looking at public finance strategies for --  
17 for -- that can be utilized for T-hangar  
18 development to understand what our capital strength  
19 is for borrowing, financing things against --  
20 because, you know, we can stay off the tax roll, we  
21 don't have to do ad valorem taxation, necessarily  
22 to -- to have public finance strategies that allows  
23 us to do things without grants and --

24 MR. CLARKE: That's fundamental --

25 MR. OLSON: Exactly.

1 MR. CLARKE: -- to what I would like to do.

2 MR. OLSON: Exactly. And as you said, Dennis,  
3 I think you said -- you said being debt-free is not  
4 necessarily a -- a --

5 MR. CLARKE: It's a -- it's a tool.

6 MR. OLSON: It's a tool.

7 MR. CLARKE: I mean, we all want to be  
8 debt-free personally, but if it -- to meet our  
9 mission, if we have to go into debt, if you'll look  
10 at JEA's balance sheet, 40 percent of their assets  
11 are debt, and that's common in doing business.

12 MR. OLSON: Yeah. Oh, yeah, it's common in  
13 the hold business --

14 MR. CLARKE: A bank is -- can be 95 percent  
15 debt and 5 percent equity and it -- and it's  
16 considered financially healthy. So depending on  
17 the type of organization, it just -- but it has to  
18 be managed closely. You can't just say, oh,  
19 we're --

20 MR. OLSON: Because if we're not going to be  
21 just -- I'm interrupting. I'm sorry.

22 MR. CLARKE: That's all right.

23 MR. OLSON: If we're not going to be just  
24 simply waiting for the next grant to drop --

25 MR. CLARKE: Oh, yeah.

1           MR. OLSON:  -- you know, we -- we have to look  
2           at finance strategies that allow us to capitalize  
3           on revenue streams and -- and do things more  
4           quickly without just waiting for that next grant.

5           MR. CLARKE:  We -- we have to -- we have a  
6           story to tell and how we present it to the -- the  
7           potential grantors or lenders, is -- is very  
8           important.  So we have to make sure that our  
9           organization is -- is a first-class, world-class  
10          operation.

11          MR. OLSON:  Absolutely.

12          MR. CLARKE:  And that -- you know, that goes  
13          without saying because it's in the -- if you give  
14          a -- you know, a 500-page master plan, what I've  
15          read through two or three times, to an executive,  
16          they're barely going to read the executive summary,  
17          let alone the whole thing.

18          And so, you know, it's how pretty do we want  
19          to make ourselves look?  Well, we want to pretty it  
20          up.  So we have to look good.  We have strong  
21          fundamentals, we have to make it -- we have to tell  
22          a story.  That's how we get the support.

23          MR. LUCETTE:  All right.  We have five minutes  
24          left.  One more important thing.  We would like  
25          to -- so we'll probably be here at the January

1 board meeting. I think that's early in the month,  
2 right?

3 MR. LENDA: 9th, January 9th.

4 MR. LUCETTE: So we'll -- we'll fill up with  
5 the full board.

6 The next workshop, we'll dig into a lot of  
7 those issues and prepare some -- some more  
8 information for you to digest. Currently, aiming  
9 at the week of February 6. That's the first full  
10 week of February.

11 Is that something you could consider, let us  
12 know at the next board meeting if that's feasible,  
13 if there are preferences on days, so that we can  
14 hopefully get a full board?

15 That third workshop is intended to be the last  
16 workshop. After that, we'll still have board  
17 meetings, but that's really our last opportunity as  
18 a full group to discuss those -- those issues.

19 MR. OLSON: That's going to be important if  
20 that -- one, if that's the last one.

21 MR. LUCETTE: We'll be available at board  
22 meetings --

23 MR. OLSON: Yeah.

24 MR. LUCETTE: -- and we can have discussion,  
25 but board meetings also serve other purposes, so we



1 want to be mindful of that.

2 MR. CLARKE: I'll clear my calendar.

3 MR. LUCETTE: The whole week?

4 MR. AUDINO: It's a big workshop.

5 MR. LUCETTE: All right.

6 MR. CLARKE: Is it a resort that's attached to  
7 a golf course?

8 MR. AUDINO: Sure.

9 MR. LUCETTE: So do you have any questions for  
10 us before -- before we --

11 MR. CLARKE: Good job, I think.

12 MR. AUDINO: Thank you.

13 MR. OLSON: Yeah, it went well.

14 MR. AUDINO: Thank you.

15 MR. LUCETTE: Something -- something that we  
16 said, we discussed with Michael and Ryan during the  
17 break, a lot of the, what you've identified as  
18 factors in the SWOT actually reflects what we've  
19 heard from the different stakeholder groups, so I  
20 think we see that as a positive where --

21 MR. AUDINO: Very much so.

22 MR. LUCETTE: -- you are understanding and  
23 aligning with what we're hearing. So it was -- it  
24 was valuable time.

25 MR. CLARKE: Yes.

1 MR. AUDINO: Thank you all for your time.

2 MR. CLARKE: Thank you, guys.

3 MR. AUDINO: Appreciate all your work.

4 MR. LUCETTE: Thank you.

5 MR. AUDINO: Thank you.

6 (Hearing concluded at 6:58 p.m.)

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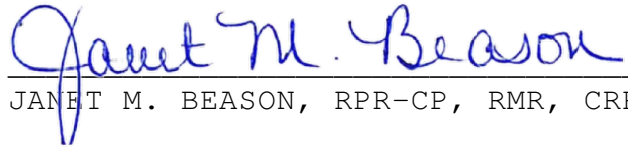
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REPORTER'S CERTIFICATE

STATE OF FLORIDA       )  
COUNTY OF ST. JOHNS   )

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

Dated this 15th day of January, 2023.

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

<p><b>MR. AUDINO: [335]</b> <b>MR. CLARKE: [191]</b> <b>MR. HARVEY: [1]</b> 43/25</p> <p><b>MR. LENDA: [18]</b> 5/21 7/21 8/11 9/6 9/14 10/25 11/3 13/12 13/15 14/16 40/8 40/13 43/9 89/7 114/2 119/2 119/16 144/3</p> <p><b>MR. 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<p><b>1</b></p> <p><b>1,200 [1]</b> 69/21 <b>1,500 [2]</b> 69/20 114/8 <b>112 [1]</b> 29/6 <b>12 [1]</b> 102/15 <b>120,000 [1]</b> 131/2 <b>13 [1]</b> 1/6 <b>144 [1]</b> 2/5 <b>146 [1]</b> 2/6 <b>147 [1]</b> 2/7 <b>15 [2]</b> 71/10 120/15 <b>150 [1]</b> 48/23 <b>15th [1]</b> 147/10 <b>17 [1]</b> 1/23 <b>1996 [1]</b> 138/18</p> <p><b>2</b></p> <p><b>20 [3]</b> 44/10 113/18 113/19 <b>20 percent [1]</b> 27/17 <b>20-plus percent [1]</b> 58/7</p>	<p><b>20-year [1]</b> 107/25 <b>200 [2]</b> 48/23 102/8 <b>2022 [1]</b> 1/6 <b>2023 [1]</b> 147/10 <b>24 [1]</b> 10/9 <b>24-hour [1]</b> 10/9 <b>25 [1]</b> 114/15</p> <p><b>3</b></p> <p><b>30-year [2]</b> 93/17 94/3 <b>32084 [1]</b> 1/24 <b>365 [1]</b> 50/25</p> <p><b>4</b></p> <p><b>40 percent [1]</b> 142/10 <b>4730 [1]</b> 1/4 <b>4:00 [1]</b> 1/7</p> <p><b>5</b></p> <p><b>5 percent [1]</b> 142/15 <b>50 [2]</b> 79/1 120/6 <b>50 percent [1]</b> 127/24 <b>50,000-foot-level [1]</b> 13/16 <b>500 [1]</b> 121/15 <b>500-page [1]</b> 143/14 <b>525,000 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89/20 92/9 96/8 116/24 121/4 128/5</p> <p><b>when [54]</b> 3/25 4/12 15/9 15/10 21/16 22/14 23/17 25/9 29/10 30/11 32/15 32/23 38/7 38/7 38/10 39/15 40/4 46/19 48/12 48/25 48/25 52/19 57/14 58/10 59/13 60/17 70/23 75/21 78/12 79/4 85/19 85/22 85/22 88/9 88/9 88/15 91/25 91/25 93/15 93/23 103/3 103/3 107/3 112/23 112/23 113/4 120/1 121/14 127/2 127/5 127/20 138/2 140/14 141/10</p> <p><b>whenever [3]</b> 121/9 121/10 138/5</p> <p><b>where [35]</b> 3/20 4/23 19/8 25/20 26/10 26/14 26/16 28/21 39/1 51/12 70/23 71/20 72/11 75/12 77/1 84/24 89/8 89/14 90/7 98/11 107/24 110/18 117/2 122/18 125/18 126/13 126/13 126/14 126/24 128/10 131/8 132/23 135/18 140/21 145/20</p> <p><b>where's [1]</b> 87/17</p> <p><b>wherever [1]</b> 86/8</p> <p><b>wherewithal [1]</b> 129/6</p> <p><b>whether [9]</b> 23/25 23/25 37/15 66/15 67/15 107/14 119/4 139/6 139/9</p> <p><b>which [31]</b> 4/8 5/7 8/4</p>	<p>14/5 14/10 31/17 32/11 41/18 41/25 43/22 44/16 46/1 46/1 47/20 50/10 50/10 51/21 66/22 81/15 89/17 91/9 99/11 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<p><b>yes [11]</b> 22/19 29/18 29/21 47/7 59/16 74/7 118/9 119/4 125/23 126/5 145/25</p> <p><b>yesterday [1]</b> 27/6</p> <p><b>yet [8]</b> 30/24 50/19 55/18 57/8 87/13 107/8 112/18 127/17</p> <p><b>York [1]</b> 120/11</p> <p><b>you [598]</b></p> <p><b>you'd [1]</b> 53/22</p> <p><b>you'll [3]</b> 87/1 127/2 142/9</p> <p><b>you're [44]</b> 15/17 15/18 17/25 18/10 25/10 26/20 30/15 36/6 43/16 44/4 45/1 45/7 54/13 58/11 63/21 63/21 65/8 66/4 67/5 71/14 75/17 75/19 78/14 83/12 86/2 101/24 102/18 105/7 109/21 109/22 112/10 115/12 117/2 120/11 122/3 123/20 123/22 124/19 127/18 130/20 134/12 135/1 136/9 141/8</p> <p><b>you've [9]</b> 15/1 71/13 88/12 88/21 107/24 107/24 115/5 129/7 145/17</p> <p><b>you-all [4]</b> 17/5 18/2 100/16 141/14</p> <p><b>young [2]</b> 35/23 122/11</p> <p><b>your [80]</b> 4/23 5/4 6/10 6/13 7/3 13/10 15/2 15/4 15/15 15/16 15/16 16/4 18/2 18/3 18/6 18/6 18/6 18/12 18/13 18/23 19/11 22/17 22/21 23/5 23/5 26/20 29/25 30/9 30/16 30/19 32/22 38/17 39/10 39/11 40/5 44/4 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<b>Y</b> yourself [2] 101/25 133/23				
<b>Z</b> zero [2] 105/16 105/19				