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ST. JOHNS AIRPORT AUTHORITY

REGULAR MEETING

HELD IN THE CONFERENCE CENTER, MEETING ROOM B

4730 CASA COLA WAY

ST. AUGUSTINE, FLORIDA

ON MONDAY, MARCH 13, 2023

FROM 4:00 P.M. TO 6:35 P.M.

BOARD MEMBERS PRESENT:

- ROBERT OLSON, CHAIRMAN
- REBA LUDLOW
- MICHELLE CASH-CHAPMAN
- DENNIS CLARKE, TREASURER
- JENNIFER LIOTTA

ALSO PRESENT:

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

CHAD ROBERTS, Esquire, eDiscovery CoCounsel, pllc,
 1633 Challen Avenue, Jacksonville, Florida 32205
 Attorney for Airport Authority.

MELISSA SCHROEDER, RPR
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1 CHAIRMAN OLSON: Calling to order the
2 March 13th meeting of the Airport Authority.

3 Please stand for the Pledge.

4 (Pledge of Allegiance.)

5 MEETING MINUTES

6 CHAIRMAN OLSON: Okay. First item on the
7 agenda is the meeting minutes. We have had a
8 number of meetings, so we have a number of minutes.
9 They took a long time to go through. I confess, I
10 have only gone through the March 6th minutes.

11 If others have -- has -- the 27th, the
12 February -- the February 6th minutes, I have
13 reviewed. I have not reviewed the February 27th
14 minutes that came out this morning.

15 I guess my first question is has everyone else
16 here had an opportunity to review February 27th,
17 February 6th, February 10th? It was a special
18 meeting on committees. February 13th was a regular
19 meeting. And February 28th was a -- was the
20 meeting where we discussed executive director.

21 Should we just concur on the minutes that
22 everyone's had a chance to read, or how should we
23 proceed? Does everyone -- does anyone want to make
24 a comment about the minutes?

25 MS. LUDLOW: I have -- agree. I have not had

1 time to go through them either.

2 CHAIRMAN OLSON: Okay. We have had the
3 February 6th minutes. Is that -- should we concur
4 on those and allow them to be posted?

5 Or, Ms. Ludlow, have you not had a chance on
6 the 6th -- February 6th minutes?

7 MS. LUDLOW: No, I haven't, but if someone
8 else has, I'll take their word for it.

9 CHAIRMAN OLSON: The only downside is -- of
10 not concurring on them, is they don't go -- they
11 don't become posted. So people wanting to know
12 what happens in our meetings by reading -- reading
13 the minutes, they're posted after the board concurs
14 on them.

15 MR. HARVEY: Bob?

16 MS. HOLLINGSWORTH: Excuse me, Mr. Chairman.
17 We do post the meeting minutes as a draft on the
18 website.

19 CHAIRMAN OLSON: Okay.

20 MS. HOLLINGSWORTH: So all minutes that we
21 have received in the office have been posted on the
22 website as a draft.

23 CHAIRMAN OLSON: Okay. So we've had a
24 suggestion that we hold off on formally concurring
25 on the minutes and continue them as a draft. Does

1 that sound good?

2 MS. LUDLOW: (Nods head.)

3 CHAIRMAN OLSON: Okay. We'll handle it that
4 way.

5 MS. LUDLOW: Yes.

6 CHAIRMAN OLSON: Thank you.

7 AGENDA APPROVAL

8 CHAIRMAN OLSON: Next item is agenda approval.
9 Does the agenda look complete for today? It's --
10 it's long. We have a number of items.

11 Any other additions to the agenda?

12 (None.)

13 CHAIRMAN OLSON: I don't -- do not hear any
14 other additions, so we will proceed with that
15 agenda item.

16 Just an update before we go into staff report.
17 The Douglas Law Firm is going to be providing an
18 individual tutorial to each board member on the
19 Sunshine Law. It will be individual meetings, and
20 those are being scheduled through Mr. Blocker. And
21 I think you've -- you've actually proceeded to get
22 some of those on the calendar, I believe.

23 MR. BLOCKER: That -- that's correct,
24 Mr. Chairman, I believe we have a meeting scheduled
25 with all the board members. And we'll be going

1 through them.

2 CHAIRMAN OLSON: Okay.

3 MR. BLOCKER: This will be an opportunity
4 for -- at the direction of the chair, for each of
5 us to go over the Sunshine Laws and the
6 requirements of the local government. And this is
7 really just more of an orientation and opportunity
8 to answer questions and make sure everyone --

9 CHAIRMAN OLSON: Yeah. Right.

10 MR. BLOCKER: -- is up to speed.

11 CHAIRMAN OLSON: It's a good practice. The
12 county does it every two years for its board
13 members, even the ones -- I mean, both the ones
14 that have been on and have not. They do them as a
15 group. Individually is even better. So thank you
16 for scheduling that.

17 MR. BLOCKER: Yes, sir.

18 STAFF REPORT

19 CHAIRMAN OLSON: Staff report. Mr. Harvey?

20 MR. HARVEY: Yes. This ought to be pretty
21 quick.

22 We had the TPC golf tournament this past week.
23 I see Vinny's here, so I'll let him speak to that
24 when he gets up in a moment, gets an opportunity.

25 Our Taxiway B rehabilitation project, the

1 contractor will be back on-site this week, begin
2 the threshold work that needs to be done. And
3 what's left after that is final striping and
4 markings. Should wrap up in the next two to
5 three weeks.

6 We had on your -- your package there "T-hangar
7 Development Design Update from Passero." That's
8 now going to be a capital project update. So it's
9 going to entail a little more than just the
10 T-hangar project. So that will be at your next
11 meeting.

12 CHAIRMAN OLSON: Okay.

13 MR. HARVEY: That's really all I've got for
14 you right now.

15 CHAIRMAN OLSON: Okay. Thank you.

16 Questions for Mr. Harvey right at this point
17 on the updates?

18 (None.)

19 CHAIRMAN OLSON: Hearing none, we'll go on to
20 business partner updates.

21 BUSINESS PARTNER UPDATES

22 CHAIRMAN OLSON: Mr. Dean? Is Mr. Dean here?

23 MS. LUDLOW: He's not here.

24 (Not present.)

25 CHAIRMAN OLSON: He's not here today. So

1 we'll go on to Mr. Beyers, Atlantic Aviation.

2 MR. BEYERS: Hello. Vinny from Atlantic
3 Aviation. So, as you guys know, TPC was this past
4 week. For us, TPC starts on Monday and it runs
5 till Sunday, even though we saw a lot of traffic
6 today. Overall, we saw about 313 planes for the
7 week, which is a 3 percent increase from last year.
8 Of those planes, we estimate 77 of those planes
9 were actually TPC-related aircraft, not including
10 pistons.

11 Last year we had the -- you know, the TPC, as
12 well, post-COVID, if you will. We had the
13 Tiger Woods Hall of Fame introduction. So that was
14 our record TPC -- or best one we've ever had on
15 record. And we pretty much surpassed that without
16 even having all that extra traffic.

17 That's really it. Any questions on TPC?

18 CHAIRMAN OLSON: No. Thank you.

19 Update from SAAPA, Mr. Topp or Mr. Riera.

20 (Not present.)

21 CHAIRMAN OLSON: Not here? Okay. We'll go
22 on.

23 Northrop Grumman, Mr. McKendrick.

24 MR. MCKENDRICK: Nothing from Northrop
25 Grumman. Thanks.

1 CHAIRMAN OLSON: Okay. Thank you.

2 Mr. Pittman from the tower? Mr. Pittman?

3 (Not present.)

4 CHAIRMAN OLSON: Not here. Okay.

5 MS. LUDLOW: Yeah.

6 AIR SERVICE DEVELOPMENT UPDATE

7 CHAIRMAN OLSON: Okay. We will go on then to
8 old business items. Air service development
9 update, Mr. Clarke and Mr. Roberts.

10 MR. ROBERTS: I can lean in a little bit.
11 Since we met last, the carrier that is the
12 candidate under consideration and -- and that has
13 been engaged with us reached out to solicit further
14 input from the airport. We communicated our
15 emphatic intent to continue that engagement and our
16 sincere and genuine interest in a successful
17 development of a scheduled passenger service here.
18 So those undertakings are still in progress.

19 We are presently in a place where at this
20 moment, there is no other kind of master
21 relationship that exists between any other current
22 or prior air carrier, so we have a clean pallet to
23 work on. And so we're giving our master services
24 agreement a little bit of a tune-up. It's probably
25 overdue. And that will be exchanged with the

1 carrier that's under consideration, and we'll
2 continue that dialogue with him.

3 CHAIRMAN OLSON: Mr. Clarke, anything else?

4 MR. CLARKE: I have nothing to add to that.
5 That sounds good.

6 CHAIRMAN OLSON: So just we are in active --
7 we remain in active discussion with the carrier --
8 with -- on --

9 MR. ROBERTS: They've -- yes. They've made an
10 overture for us to communicate back to them with a
11 further proposal, and we've expressed our intent
12 that we are going to, in fact, promptly follow up
13 on that. And that's what's in progress.

14 CHAIRMAN OLSON: Right. And as we heard last
15 meeting, their objective is -- has been to initiate
16 service as soon as June 1st and to have nine
17 flights out of St. Augustine per week, which I
18 believe is the busiest -- would be the busiest from
19 a scheduled service we've ever had in probably
20 ever. So...

21 Is there any indication that -- well, I guess
22 we need to stand by in case we need a special
23 meeting in order to act on anything that might come
24 out of your discussions.

25 MR. ROBERTS: I would say that's probably the

1 best way to leave it --

2 CHAIRMAN OLSON: Okay.

3 MR. ROBERTS: -- is we're moving as diligently
4 and rapidly as possible to get them something
5 concrete to talk about, and -- and then we'll
6 continue the engagement to see how that works out
7 with it.

8 CHAIRMAN OLSON: Great.

9 Other questions? Ms. Ludlow?

10 MS. LUDLOW: Yes. Thank you. I do have a
11 question. When I read through it, I didn't think
12 they were going to start with nine. I thought they
13 were going to graduate to nine, but I didn't think
14 they would begin with nine.

15 MR. ROBERTS: I think it's contemplated they
16 would have the flexibility to do what they needed
17 to do to -- to balance their risk --

18 MS. LUDLOW: Right.

19 MR. ROBERTS: -- and -- and their -- those
20 decisions, I suspect, are based on their ticket
21 sales and all kinds of business considerations.
22 But certainly the intent was to give them the
23 flexibility that they could adjust whatever -- to
24 whatever business needs they perceived would be in
25 their best interest for a successful service.

1 MS. LUDLOW: And one more thing, I would like
2 to commend Mr. Clarke for replying to, you know, an
3 inquiry we had from the public regarding the
4 service. Dennis.

5 CHAIRMAN OLSON: Okay.

6 MR. CLARKE: You need -- you need me to update
7 you on that?

8 MS. LUDLOW: No. They -- they just said thank
9 you for you responding and giving them a history
10 and --

11 MR. CLARKE: Yeah.

12 MS. LUDLOW: I thought that looked very good
13 for the board to respond. That should be noted.

14 CHAIRMAN OLSON: Any other questions for
15 Mr. Roberts or Mr. Clarke?

16 (None.)

17 CHAIRMAN OLSON: Okay.

18 MR. HARVEY: Mr. Chairman, if I may?

19 CHAIRMAN OLSON: Yes.

20 MR. HARVEY: Is there any staff direction
21 going forward on who's taking the lead for air
22 service, you know, contacts and so forth?

23 I know there was an event coming up in just a
24 couple of weeks that Mr. Wuellner was supposed to
25 attend that was to meet with airlines and so forth;

1 I'll call it recruitment, even though it's not
2 recruitment. But any direction on how to move
3 forward with those type of events?

4 CHAIRMAN OLSON: Where -- where was that event
5 and --

6 MR. HARVEY: My recollection was Colorado.
7 So...

8 MS. LUDLOW: Maybe Chad?

9 MR. HARVEY: Chicago. I'm sorry. Chicago.
10 But just moving forward, you've got these
11 opportunities to go out and meet with airlines and
12 so forth. And don't know who's going to take the
13 lead, if that's going to be the new director's item
14 to deal with, but those opportunities are out
15 there.

16 CHAIRMAN OLSON: Well, if it's something
17 coming up as -- during the interim period where
18 you're acting, make a recommendation.

19 MR. HARVEY: Okay.

20 CHAIRMAN OLSON: So...

21 MR. HARVEY: Well, right now, I would
22 recommend at this point, since it's such a short
23 suspense between now and the next event, that we'd
24 not be prepared for it.

25 CHAIRMAN OLSON: Okay.

1 MR. HARVEY: So just putting it out there so
2 that you know those are out there.

3 CHAIRMAN OLSON: Yeah. Yeah.

4 MR. HARVEY: Those are events we've attended
5 in the past, and I would suggest that you continue
6 that path if you're interested in additional
7 service.

8 CHAIRMAN OLSON: Right.

9 MR. HARVEY: Okay.

10 CHAIRMAN OLSON: Absolutely. Thank you.

11 EXECUTIVE DIRECTOR POSITION

12 CHAIRMAN OLSON: Okay. Moving on to the next
13 item, executive director position. Ms. Liotta and
14 Mr. Blocker?

15 MS. LIOTTA: Okay. So I proceeded as
16 discussed and asked to by the board, and I spoke
17 with Blake Astran, who's the executive search firm
18 representative that we've been working with, and I
19 spoke with Mr. Brienza and sent him information
20 on -- on our benefits and standard package. And I
21 got the -- also got the current -- some of the
22 baseline current compensation for, you know, the
23 executive director as a -- so I'd have a baseline
24 of kind of where we're at now. And working through
25 that, put together the offer letter that was --

1 draft form that was circulated. And it has some
2 brackets.

3 Of course, the whole thing is open for
4 discussion by the board and approval, but it's, I
5 think, an offer that would be acceptable to
6 Mr. Brienza. There were a couple of spots where I
7 wanted the board to have some discussion and come
8 up with a consensus on, and that's two items.
9 Since -- one is the termination provision. Since
10 this is an at-will offer, Mr. Brienza wanted a --
11 basically a severance payment if he were to be
12 terminated without cause within a certain amount of
13 time from when he starts, which seems reasonable.
14 But the -- what number to land on, anywhere from
15 six months to two years was discussed. And I was
16 not comfortable just trying to -- I thought that
17 was something that the board should discuss and
18 decide upon because two years seems high. And
19 Mr. Astran also agreed that that was high. But
20 that was -- that may be something that the board
21 thinks is worth it as a recruiting mechanism. So
22 there could be discussion there.

23 And the other one was Mr. Brienza asked for
24 a -- excuse me -- an automobile allowance. The
25 current executive director, that is in his comp

1 package. So Mr. Brienza asked -- he floated the
2 number of 800 a month, which is, my understanding,
3 a little bit higher than what the current allowance
4 is. So that may or may not be acceptable to the --
5 to the group.

6 So I think this is close with a little bit of
7 discussion by the board to get to something that we
8 could agree upon and vote so that it could be
9 presented to Mr. Brienza. And, of course, you can
10 see that the top line number is 200,000 a year,
11 which is more than what we have currently. I think
12 the number currently is 176 and change as a base
13 salary. So it is a little bit more. But I was --
14 you know, Blake -- Mr. Astran said that that was
15 market, somewhere between 2 and up to 250 maybe,
16 but he thought 200 was a good number.

17 MR. CLARKE: But this excludes housing?

18 MS. LIOTTA: Correct, there's no housing in
19 this.

20 MR. CLARKE: Okay.

21 CHAIRMAN OLSON: Ms. Ludlow?

22 MS. LUDLOW: Yeah. Number one, I was amazed
23 at 25,000 moving from North Carolina.

24 MS. LIOTTA: Well, that, you could call it a
25 signing bonus. You could call it a relocation

1 bonus.

2 MS. LUDLOW: Uh-huh.

3 MS. LIOTTA: It's a way to, you know -- and
4 if -- if the board -- it's a one-time charge, so
5 it's -- you know, obviously, everything in here is
6 open for discussion. So if someone feels that any
7 part of that is inappropriate or too high, you
8 know, we can get -- adjust it.

9 MS. LUDLOW: And the other thing is as a
10 severance, you know, within -- within any amount of
11 time equal to your annual salary, 100 to 200,000?

12 CHAIRMAN OLSON: Right.

13 MS. LIOTTA: It is. I had the same reaction.
14 I thought two years was not reasonable, but I
15 didn't want to -- that's what Mr. Brienza asked
16 for, so I thought you should -- everyone should at
17 least be aware that he did ask for that.

18 Six months to a year is a lot more typical,
19 from my understanding from what Mr. Astran said,
20 and this is only if it's without cause.

21 MS. LUDLOW: Uh-huh.

22 MS. LIOTTA: So if the future Authority
23 decides that they just don't like the color of his
24 jacket anymore, I mean, it -- it -- he is
25 relocating here, so that was -- in lieu of having

1 an employment contract, it's this. It would be the
2 safety net, so to speak. It's unlikely, I think --

3 MS. LUDLOW: Okay.

4 MS. LIOTTA: -- that that -- this would ever
5 come into play.

6 MS. LUDLOW: Those numbers were quite
7 extravagant, I thought.

8 CHAIRMAN OLSON: Other -- other comments?

9 I have a few, but I wanted to give others a
10 chance also to comment.

11 MR. CLARKE: Would -- would the new executive
12 director be under the FRS defined benefit plan or
13 defined contribution plan? Or was that even
14 determined?

15 CHAIRMAN OLSON: It's the State program,
16 right? State --

17 MR. CLARKE: Yeah, but there's -- there was
18 two -- two components that -- one is defined
19 benefits and the other is defined contribution. We
20 have both, correct?

21 CHAIRMAN OLSON: Is it a choice of employee as
22 to which they go under? That's -- the federal one
23 is --

24 MR. HARVEY: It's a choice.

25 CHAIRMAN OLSON: -- I believe --

1 MR. HARVEY: It's a choice.

2 MR. CLARKE: It's a choice. Okay.

3 CHAIRMAN OLSON: Okay. Okay. I have thoughts
4 that I made notes on. I'm really wondering if this
5 should be further expanded to touch many of the
6 things in an employment contract that are not.

7 And the other thing that I did is --
8 Mr. Astran, I believe, has been misinformed or
9 there was miscommunication. He may have thought --
10 Mr. Astran responded that -- to both you and to me
11 separately, I believe, that the common thing is an
12 employment letter, and that employ- -- full
13 standard employment agreements are not common with
14 airport executive directors. And it just seemed to
15 not ring well based on what I know.

16 So I went and talked to the CEO of -- there
17 are two, apparently, search firms: ADK and ACE.
18 They both have three initials. But the CEO of
19 AC -- ACS -- ACS, I'm sorry -- Eric Mercado, I
20 caught him at a conference in California. He was
21 kind enough to schedule a meeting with me.

22 The important thing -- the most telling thing
23 that he said is that 95 percent of all executive
24 directors that are hired and work under a airport
25 authority or an airport commission are under

1 employment agreements. I ended up -- so he felt
2 that it could be because Mr. Astran has not done
3 executive director searches. In fact, he was
4 brought on -- and he's -- I think he's done a great
5 job for us. But he was brought on by this
6 authority to actually do the search for the deputy.
7 And it could also be that he is thinking of
8 situations where the airport is a department within
9 a city or a county. He could be thinking that.

10 But, anyway, I also went and surveyed several
11 authorities in Florida to see whether they're under
12 full-blown agreements, and their -- many of their
13 agreements are accessible if you aggressively
14 search for them online. But Boca -- here's --
15 here's a list of airport authorities, and all of
16 them -- I couldn't find one that doesn't have an
17 employment agreement. Boca Raton Airport
18 Authority, Naples Airport Authority, Sarasota
19 Manatee Airport Authority, Melbourne Airport
20 Authority, Charlotte County Punta -- Punta Gorda
21 Airport Authority, those are the ones that I -- I
22 looked and found and confirmed with an hour --
23 about an hour of searching.

24 So, I mean, I'm thinking if we could expand
25 it, we would be able to do -- there are -- there

1 are benefits both to the authority and to the
2 employee -- the executive director to have a
3 full-blown employment agreement. Some of the ones
4 that I will mention is the letter doesn't -- the
5 letter of employment doesn't have a term of
6 employment or renewal provisions. So that would
7 need to be -- it's left ambiguous as to the full
8 term and the renewal -- renewal -- renewal.

9 One important thing, I think for our
10 authority, is a provision -- in many -- most of
11 these agreements is devotion of effort
12 requirements. It essentially requires that airport
13 executive director to not have -- not do consulting
14 work or do -- have side business activity during
15 his time as employee of executive director.

16 And I note that Mr. Brienza, in his
17 information, has been planning on forming a
18 consulting business. And a lot of people do
19 consulting. I think half the people I know in this
20 county do consulting of one type or other.

21 Anyway, I think that we want our executive
22 director to -- to be full time and not be popping
23 up doing consulting work or having other
24 activities -- business activities other than
25 working for us.

1 The other thing -- important thing, I think,
2 with employment agreements is provisions for
3 performance, incentives, and goals. That's
4 typically -- and annual reviews. That's -- the
5 process of that is written into these agreements.

6 Annual reviews seem really important. That is
7 something that the board overlooked with our
8 airport for a number of years. There were no
9 annual reviews. Certainly we can do annual reviews
10 based -- there's nothing in the employment letter,
11 but to have it set out as a process. And certainly
12 the goals would be set -- could be set annually.
13 But to have that embedded in an employment
14 agreement seems important.

15 And then the other thing is probably just --
16 I'm thinking about the protection of the -- of the
17 executive director. But a -- for-cause termination
18 is -- "for cause" is not defined. Typically in
19 these employment agreements what -- what would be a
20 cause for -- for a termination is -- is well
21 defined.

22 And then the without-cause termination in the
23 letter suggests that after two years, the employee
24 can be terminated without cause and -- and sent on
25 their way without any compensation. That's

1 probably very advantageous to our authority, but
2 two years out happens to be right after -- almost a
3 couple of months after the next election for this
4 airport authority board. You know, we could have
5 suddenly an airport executive that's looking more
6 at the election and wondering "Who's going to be on
7 this board?" and "Are they going to want to can me
8 because of their campaign priorities? and "I could
9 be sent on my way without any compensation, just
10 excused and terminated."

11 So I believe what we want is we want a -- I
12 mean, we want to have an executive director that
13 takes a leadership position with our airport, a
14 day-to-day leadership position, a director that can
15 go out to the world, to interact in our community
16 and have the confidence that's embedded in -- with
17 the provisions of a full -- full employment
18 agreement.

19 And I think, you know, if we are successful
20 with this -- with this search -- we've spent
21 much -- some time looking at and talking to
22 candidates and making a decision. Some of these
23 airport authority directors -- the ones that the --
24 that have these agreements, Naples, the executive
25 director's been there now for 7 years, has gone

1 through several contract renewals; Sarasota,
2 Rick Riccolo [sic], 28 years; Melbourne,
3 Greg Donovan, 9 years; Punta Gorda, James Parish,
4 6 years. We certainly don't want to -- I hope we
5 don't want to hire an executive director that we
6 have a two-year horizon with and -- or do we want
7 to give them a situation or a dynamic where they're
8 looking at the calendar and thinking "I could be
9 gone for no reason at all in two years."

10 I've taken up a lot of time with these --
11 going through these notes, but I -- just sort of
12 fundamentally, as a matter of best practice and
13 given that 95 percent of authorities and
14 commissions -- airport authorities and commissions
15 do do these full agreements and they have these
16 standard provisions in them, I'm thinking we should
17 really expand the letter and have such an agreement
18 here.

19 I guess -- I know -- there's one agreement
20 that's -- we've had that I was able to retrieve
21 from Boca, and I don't know how many people have
22 had a chance to look at it. I don't think it's
23 anything that we should shy away from doing a full
24 agreement. So that's my thought. And I guess we
25 have our counsel here, Mr. Blocker.

1 How do you -- how do you see advising us on a
2 arrangement that would have more provisions to them
3 and more definition?

4 MR. BLOCKER: Make sure I'm doing this
5 correctly.

6 So, Mr. Chairman, I think you raised some good
7 points. Generally what I have seen is, is the
8 initial offer letter is a starting point. That's
9 then followed by a more formal contract.

10 Based on the circumstances there, the board
11 can decide a couple of things. They can decide to
12 move forward with an offer letter to -- since we
13 have an interested party and we want to make sure
14 there's some agreed-upon terms, and then follow up
15 later with a more formal contract.

16 Obviously, there are going to be some terms
17 that are -- you're just not going to include in an
18 offer letter. There's too much detail. It's not
19 the purpose of it. So the board could make that
20 decision to start with the offer letter, then
21 define it more formal with the contract.

22 There are different ways this is done.
23 Generally in government, you do want to have a more
24 formal contract, but I don't think starting with an
25 offer letter precludes that. That could just be

1 the starting point and then come back with a more
2 formal contract.

3 CHAIRMAN OLSON: How long would it take
4 between the offer letter -- I mean, I -- I -- we do
5 want to -- you know, we -- I believe if we're in
6 agreement on the individual, we -- it would
7 advantage us to proceed quickly. There's --
8 there's matters that could -- we could start
9 engaging on now.

10 So how -- what would be the time dimension you
11 would see between an offer letter, the acceptance
12 of an offer letter, the candidate's now making
13 plans to go to work for us? How soon would an
14 employment agreement come into play? Before they
15 started full time, would you say?

16 MR. BLOCKER: Well, I think that's a good
17 question. I think a couple of ways the board could
18 proceed, we could see if there's an acceptance of
19 the offer letter since we have one that the board
20 will presumably approve. Once that goes forward,
21 then we could either build into the offer letter or
22 we can do within 90 days or -- or some defined
23 time. Then six months, come back to the board with
24 the formal contract that the board can approve.

25 CHAIRMAN OLSON: What -- I'm sorry. What

1 period of time?

2 MR. BLOCKER: It's really up to the board. I
3 mean, we could do 90 days. We could do six months.
4 It's really -- it's really the pleasure of the
5 board.

6 Generally offer letters, in my experience, and
7 Mr. Roberts may have some views on this, is
8 generally you have someone that the board is
9 interested in hiring, they've expressed interest,
10 but there has to be some defined terms, so there's
11 movement for both -- both sides. So that's really
12 with the offer letter the intent is: Here's some
13 compensation. Because at this point, nothing's
14 been defined, you know, as far as formally, so that
15 would be the first step to see if the party on the
16 other side accepts that.

17 Then we can build in within 90 days that there
18 will be executed a formal contract, an employment
19 contract, or something of that -- whatever the
20 board chooses.

21 The board could also -- what I've seen happen
22 is the board can continue to have an appointed
23 board member who has some experience in employment
24 contracts doing this. You can continue to give
25 direction as a board that within, you know,

1 90 days, six months, whatever the pleasure of the
2 board is, that they'll come back with a negotiated
3 contract.

4 Because I would imagine there are details that
5 would need to be negotiated with the party. We
6 would need to figure out -- we've talked about
7 retirement. We've talked about some other -- other
8 things that have been raised as good points here.
9 Some of that is going to take some time and a
10 process to work out.

11 But, again, I think the thought is, if I
12 understood, is the offer letter is to make sure
13 that there's interest on the other side just to
14 kind of get them here and get -- get to work, so to
15 speak.

16 CHAIRMAN OLSON: Well, just following up,
17 there's a date for acceptance of the -- the letter.
18 And I didn't have any questions about the amounts
19 in it. So there's a date for the letter. Could
20 the -- a date be established for the contract also,
21 such as input in the letter?

22 MR. BLOCKER: Yes, sir. And I think
23 Mr. Roberts wants to weigh in. We could put in the
24 offer letter within -- "within 90 days of
25 acceptance, come back with a formal contract."

1 CHAIRMAN OLSON: But could it be before that
2 individual starts full time?

3 MR. BLOCKER: Yes, sir. So it's whatever the
4 board -- whatever the pleasure of the board is.

5 CHAIRMAN OLSON: Okay. Okay.

6 MR. BLOCKER: Yes, sir.

7 MR. ROBERTS: Yeah, I was just going to chime
8 in that what I've seen customarily is, is it helps
9 before everybody undertakes all that granularity of
10 a form in a contract to have a meeting of the minds
11 of the essential terms: The framework, the
12 commitment, the things you just expressed. And so
13 it's part of that being a process, the board -- the
14 board is moving along in its decision-making
15 process, along with the candidate. And in
16 exchange -- think of it as a letter of undertaking.

17 CHAIRMAN OLSON: Yes. Yes. Sure.

18 MR. ROBERTS: You know, when two large parties
19 are about to enter into a big agreement, we start
20 with a -- kind of a summary version, letter of
21 undertaking: We both want to do this. And then we
22 both sit down and roll our sleeves up and grind out
23 the details. And if some sticking point emerges in
24 the course of the details, that little fine point
25 can come up to the attention of the board and get

1 resolved.

2 But this -- this, I think, is a good process
3 of going forward with a letter of understanding to
4 just confirm that there's mutuality of what our
5 essential terms would be.

6 CHAIRMAN OLSON: Okay.

7 MR. BLOCKER: And just one more, if I may add
8 just one more, Mr. Chairman. You have a candidate
9 that potentially has -- has -- you know, was
10 looking at other options. I don't know what those
11 would be. I don't have details on that. But you
12 want to make sure that you don't lose a good
13 candidate as we kind of negotiate because some of
14 this can be negotiated later. These are things
15 that we can work through, that we have experience
16 collectively doing.

17 So we can -- so my recommendation would be to
18 define this, get the offer letter, if this is
19 acceptable to the board to move forward with that.
20 See if the other party accepts it, because there
21 has not been a formal acceptance on their part that
22 I'm aware of. So this would be a formal acceptance
23 as far as that we can move forward, and then we
24 can -- as a board, as they get here, we can start
25 working towards a formal employment contract,

1 because some of this will need to be defined and
2 will have to be worked through.

3 But we want to make sure that this is a
4 candidate the board wants, I believe it is, and we
5 want to make sure that we go ahead and have their
6 commitment moving forward.

7 CHAIRMAN OLSON: Okay.

8 MR. CLARKE: I'd just like to add that I spoke
9 to Mr. Brienza about this issue, and he pointed out
10 to me that he was perfectly comfortable with an
11 employment at-will arrangement, at least initially,
12 and that it would give him time and the board time
13 to develop measurable parameters where -- whereby
14 we would jointly agree that if he met certain
15 goals -- measurable goals that, you know, we could
16 build into a contract -- a future contract. And he
17 was -- I would suggest giving us between six and
18 nine months. You know, that way --

19 CHAIRMAN OLSON: When did you -- did you speak
20 with him since our last meeting?

21 MR. CLARKE: At -- no. It was before that.

22 CHAIRMAN OLSON: Okay.

23 MR. CLARKE: While we were doing the -- the
24 interview process.

25 CHAIRMAN OLSON: So it wasn't -- it didn't

1 have the specifics of this letter?

2 MR. CLARKE: No, no, not at all. I just --

3 CHAIRMAN OLSON: Okay.

4 MR. CLARKE: -- you know, just pointed it out.
5 It was a general conversation. He indicated he was
6 comfortable with that.

7 MS. LIOTTA: When I spoke with him last, this
8 was very specifically a topic of conversation of
9 putting in a contract. But for now, this board
10 likes him, does not want to lose him as a
11 candidate --

12 CHAIRMAN OLSON: Right.

13 MS. LIOTTA: -- and we don't have KPIs that --
14 we've not even discussed what that would be. So if
15 we tried to -- that is one of the main purposes of
16 having an employment contract. So in my mind, it
17 was -- I've never been opposed to one, but I think
18 it's a cart-and-horse situation right now.

19 And he's comfortable coming in at-will. And I
20 definitely agree that there's reasons to have an
21 employment contract, but if we try to put one in
22 place now just to have one, it's going to be
23 missing some key elements that you see in
24 employment contracts.

25 So -- and I discussed that with Mr. Brienza,

1 saying that that would be something that would be
2 somewhat collaborative with him, is what -- what
3 are reasonable goals, how would you measure them,
4 get them in there, make them clear. That's --
5 that's a process, and that's not something we're
6 going to get out of a form somewhere. You know,
7 that has to be something that fits the needs of
8 this airport.

9 CHAIRMAN OLSON: I guess a legal question
10 based on -- quickly, if there -- if the employment
11 contract goes in a direction that might not --
12 might be -- might not be totally consistent with
13 the employment letter, would the employment
14 contract supersede or take precedence over the
15 letter?

16 MS. LIOTTA: (Nods head.)

17 CHAIRMAN OLSON: Okay.

18 MR. BLOCKER: Yes, sir, that's -- that's
19 correct. And just to clarify again, this -- this
20 gives -- you know, again, this gentleman is coming
21 in with the understanding that this is a temporary.
22 This is not a long-term agreement.

23 CHAIRMAN OLSON: Okay. I did not understand
24 that, so that's -- that's good to know.

25 MR. BLOCKER: Understood, Mr. Chairman. And

1 MS. LUDLOW: Yes.

2 MS. CASH-CHAPMAN: I agree that we need to
3 send the offer letter and get that going as soon as
4 possible, but I am not entirely comfortable with a
5 25,000 relocation payment either. I think that
6 that needs a little bit of discussion before we
7 move forward. I think that that's an excessive
8 amount to move from North Carolina to
9 St. Augustine, so -- I don't know if that's the
10 best choice.

11 CHAIRMAN OLSON: Could I respond -- I mean, I
12 know that you're taking the lead on it, Ms. Liotta,
13 but there's a -- there are a lot of expenses, and
14 it isn't just the geographic distance. Moving
15 one's household is -- can be costly, especially if
16 you're moving it to terms that are in this letter.
17 I mean, again, I don't want to belabor it, but at
18 risk and not at -- "for cause" not defined, but
19 just to move a household -- and you may -- maybe
20 you have recently, but I have -- or, I mean, I
21 haven't absolutely recently, but there are costs.
22 There are costs that relate to temporary housing.

23 Many executive -- top executives at this level
24 that are hired both in government and -- well,
25 authorities, I have a personal experience, is

1 corporate relocation housing is many times a
2 benefit where the -- the hiring entity funds
3 18 months -- up to 18 months of housing just for
4 relocation, and that's -- that's common.

5 So I think you can get the 25,000 in the costs
6 you incur moving very easily these days, including
7 a move into St. Johns County. And we hope they'll
8 live in St. Johns County. But that's just my view
9 of the 25,000, that it really is not excessive
10 because it goes beyond thinking of just the rate --
11 that they're coming from North Carolina down to
12 St. Augustine.

13 MS. CASH-CHAPMAN: Right. And I definitely
14 hear you, and I have done that, moved down the
15 entire East Coast. So I understand the costs
16 associated with it. I guess I'm just curious --
17 and, Jennifer, maybe you can answer it -- where
18 that specific number came from. Was that a
19 recommended number from a service, or is that just
20 a number that we just picked or --

21 MS. LIOTTA: That was mostly kind of a
22 negotiated discussion, call it. Labels don't
23 really control here. You could call it a signing
24 bonus, a relocation bonus, defrayment payment, what
25 have you. It's all taxed the same, is my

1 understanding.

2 MS. CASH-CHAPMAN: Sure.

3 MS. LIOTTA: You know, I think it's somewhat
4 standard for these kinds of hires for there to be
5 some sort of one-time extra --

6 MS. CASH-CHAPMAN: Right.

7 MS. LIOTTA: -- incentive payment, and that's
8 what this is. And he -- he was -- this was around
9 what he was thinking he would be offered.

10 MS. CASH-CHAPMAN: Okay.

11 MS. LIOTTA: Could we go lower and offer him
12 20, 15 -- like any number the Authority wants to
13 agree to or none at all? Those are all options.
14 But that is something that he specifically said was
15 a number that he was hoping to get. So to the
16 extent that that's an incentive to get this
17 particular candidate, that is something that he was
18 looking for that seemed important to him as part of
19 the overall package.

20 MS. CASH-CHAPMAN: Okay. I'm not against it.
21 I just needed to understand where that number was
22 coming from before I say, yes, let's go for that.

23 MS. LUDLOW: And thank you. I do want to
24 remind us that the board unanimously chose or
25 decided on this one applicant. His credentials are

1 extensive. And he did make a move from Medford,
2 Oregon, down to North Carolina. So he knows that.

3 So if the 25,000 is broken into different
4 areas -- and I do agree, you know, that if you want
5 to call it a signing bonus or whatever, it is worth
6 it to us. And we have put -- the board has, you
7 know, put Jennifer -- Ms. Liotta in charge of the
8 negotiating, and I think she's done a fabulous job.

9 One thing we -- his job -- I don't think he's
10 really started the consulting job. What he -- the
11 thing we liked about him, one of the things, was
12 economic development. He was so interested in
13 economic development. And this job that he wanted
14 to start, I think, was with concessionaires at
15 different airports. So it was still in the
16 aviation realm, but it was also including economic
17 development. And I think that was to our advantage
18 that he thought that way. And that his wife, you
19 know, moved down for her position in the lumber
20 company and she's willing to -- you know, she has
21 served her obligatory stint there. So she's
22 willing to come and start her own business here.

23 I think -- I think Jennifer has done an
24 excellent job. And I think -- I definitely don't
25 want to start at zero again. I think the 200 was

1 fine with it. The auto is fine. And if we can
2 break down the 25,000, not to just say relocation,
3 you know, just to name it something else.

4 And I've been going through all of our
5 personnel policies here. So as we're going through
6 this, we can update our personnel policies.
7 There's nothing in our policies now that have to do
8 with this.

9 MS. LIOTTA: Well, that's an excellent point.
10 One way to address not just the executive director
11 but all personnel is we could just have -- if the
12 Authority decides -- decides that's more
13 appropriate, is just to amend that entire policy --

14 MS. LUDLOW: Right.

15 MS. LIOTTA: -- so there's no moonlighting or
16 no moonlighting for certain positions, what have
17 you, and just take care of it across the board.

18 I still think it's not a bad idea to just put
19 the -- the "no moonlighting" clause in the offer
20 letter. The standard language is available. I
21 think that -- it's pretty non-controversial for a
22 position like this.

23 There was -- I don't know if it is a
24 clarification, but what Mr. Brienza's doing right
25 now is that consulting. It's a company that does

1 outsource development work for airports that don't
2 have that economic development personnel in-house.
3 So that's what he's doing now. And he would be
4 needing to give notice for that. So that's just
5 why it's -- he's 30 days to 45 days out from the
6 day he gets a letter that he can accept, which is
7 why, when I talked to him, I -- he's not exactly
8 sure, it's going to be a bit of a negotiation with
9 his current employer. So I just asked him, okay,
10 assuming we get this approved today and it gets
11 presented to him, he would pick a date up until
12 May 1st and then just tell us what his start date's
13 going to be.

14 MS. LUDLOW: I think we should be willing to
15 work with that and get the ball rolling, you know,
16 and we can negotiate the nuances as we go along.
17 We have excellent counsel.

18 CHAIRMAN OLSON: Okay. Other board discussion
19 before we have public comment on this matter?

20 MS. LIOTTA: I'd like maybe just some
21 clarification, make sure I'm understanding
22 everybody.

23 Is everybody okay with the -- I'll just work
24 in no particular order. For the severance, is
25 everybody okay with two years' salary? Or do we

1 want to go with -- excuse me. I didn't even put
2 two years in here.

3 The numbers here represent six months to a
4 year. Is everybody okay with the year, which would
5 be a \$200,000 payment?

6 MS. CASH-CHAPMAN: I don't have any --

7 MS. LUDLOW: Uh-uh.

8 MS. LIOTTA: Okay. So if we assume that that
9 goes in the --

10 CHAIRMAN OLSON: I'm generally okay with --
11 for me, I'm okay with the letter as long as we add
12 provisions in the letter that say that this is a
13 terms letter that will -- will -- that the intent
14 of both parties is to negotiate a full employment
15 agreement and have that enforced by the time the
16 individual starts work for our authority.

17 MS. LIOTTA: We won't have the ability to have
18 KPIs and have any kind of bonus worked out by the
19 time he starts.

20 CHAIRMAN OLSON: When is he starting?

21 MS. LIOTTA: In 30 or 45 days.

22 CHAIRMAN OLSON: Oh, okay. June 1st? Is
23 June 1st --

24 MS. LIOTTA: I don't want to hobble us with
25 having to come -- I think it's going to take some

1 time for him to come in, figure out where --

2 CHAIRMAN OLSON: Okay.

3 MS. LIOTTA: -- get his bearings, figure out
4 what can be done, what can't be done, what his
5 recommendations would be.

6 CHAIRMAN OLSON: Okay.

7 MS. LIOTTA: In my mind, that's what the KPIs
8 would be built on, would be designed from.

9 CHAIRMAN OLSON: Okay. So you're okay with
10 the provision that -- with the wording that this is
11 an offer letter and that a full employment
12 agreement -- the intent of both parties is to
13 execute -- negotiate and execute a full employment
14 agreement within --

15 MR. CLARKE: Six months.

16 MS. LIOTTA: How about something along the
17 lines of "The parties will work in good faith to
18 enter into an employment agreement by" -- maybe --

19 MR. CLARKE: By the end of the fiscal year.

20 MS. LIOTTA: -- "end of -- " no. That would
21 be June 30th. That would --

22 MR. CLARKE: No. No. September 30th.

23 MS. LIOTTA: I thought our fiscal year with
24 the airport was June 30th.

25 MR. CLARKE: No. September.

1 MS. LIOTTA: Oh, okay.

2 MR. CLARKE: I would say -- suggest by the
3 beginning of the next fiscal year. That will give
4 us time to develop KPIs, which have to be
5 measurable.

6 CHAIRMAN OLSON: That's October 1st?

7 MR. CLARKE: Yeah.

8 MS. LIOTTA: I think it might take that long.

9 CHAIRMAN OLSON: Okay. Okay.

10 MR. CLARKE: Yeah.

11 CHAIRMAN OLSON: Okay.

12 MS. LUDLOW: And one more thing. Is it normal
13 that if you let someone go within six months of
14 their employment for cause, then they get a
15 hundred -- I mean, they get an entire annual?

16 MS. LIOTTA: No. If it's -- if it's a
17 for-cause termination, there is no severance
18 payment.

19 MS. LUDLOW: Okay.

20 MS. LIOTTA: This is only an at-will, no-cause
21 by the Authority.

22 MS. CASH-CHAPMAN: Okay.

23 CHAIRMAN OLSON: But, again, we have not
24 defined "for cause" here. Could we --

25 MS. LIOTTA: Well, I think we just have to

1 look to Florida state law on that.

2 MS. LUDLOW: The 102,000 [sic], that's his
3 annual salary and half of it, so -- I thought that
4 was extravagant.

5 But what do you think, Mr. Jeremiah? Were you
6 going to say something?

7 MR. BLOCKER: Yes, ma'am. I was just going to
8 say this individual's coming in understanding that
9 those terms have not been defined. So he would be
10 agreeing to come and start work with the
11 understanding that's not been defined. Obviously,
12 that would be defined in more detail later.

13 CHAIRMAN OLSON: Okay.

14 MS. LUDLOW: Okay.

15 CHAIRMAN OLSON: Let's see. Do we -- I guess
16 we need a more formal motion so that we can --
17 before we receive -- that we feel ready to vote on
18 before we receive public comments? Or do we
19 receive public comments now on this?

20 MS. LIOTTA: Okay. So one more time I'm just
21 going to reiterate where I think we're at.

22 CHAIRMAN OLSON: Uh-huh.

23 MS. LIOTTA: It might be helpful.

24 Okay. So the 200 per year, no discussion on
25 that, so I'm assuming that's okay. Benefit to

1 include a monthly vehicle allowance of 800, I
2 didn't hear any discussion on it, so I assume
3 that's okay.

4 If you want to just call it a signing bonus
5 instead of relocation, that's -- that -- seems like
6 25 is the one-time payment. I'll just say maybe
7 call it a signing bonus instead, you're more
8 comfortable with?

9 MS. LUDLOW: (Nods head.)

10 MS. LIOTTA: Okay. And the -- one thing --
11 adding a standard "no moonlighting" clause, add
12 language to the effect of "The parties working in
13 good faith on an employment agreement to be
14 executed by October 1st of this year."

15 And the last item I'm still a little unclear
16 on, sorry, is the severance. Are we okay with one
17 year, which would be 200,000 or -- because I had
18 100 to 200,000, six months to a year.

19 CHAIRMAN OLSON: Yeah, that -- there's a --
20 that could end up being modified in the full
21 employment agreement.

22 MS. LIOTTA: Yes.

23 CHAIRMAN OLSON: So --

24 MS. LIOTTA: I think really it's unlikely to
25 ever come into play, but it's just a point we need

1 to decide.

2 He would be more comfortable seeing the year.
3 So to the extent it's an incentive to get him to
4 sign, it may make a difference.

5 CHAIRMAN OLSON: Okay.

6 MR. CLARKE: I'm okay with it. Uh-huh.

7 CHAIRMAN OLSON: Okay. So we have that --
8 well, we've agreed that that additional language
9 with the provision that was just outlined by
10 Ms. Liotta will be included in the offer letter.
11 So we're -- no more discussion from the board. So
12 we'll now receive public comment on the item
13 executive director position.

14 And Mr. O'Toole is signed up for doing that --
15 for making comment.

16 MR. O'TOOLE: Mr. Chairman, my comments are
17 for both the airline and the two items that you
18 have already discussed. Is that okay to talk
19 about -- it's only four minutes.

20 CHAIRMAN OLSON: Okay.

21 MR. O'TOOLE: That's okay to do both?

22 CHAIRMAN OLSON: Yes. Yeah. I'm sorry. I
23 did not -- I overlooked that. You were here for
24 the other comment also.

25 MR. O'TOOLE: Correct.

1 CHAIRMAN OLSON: So Mr. O'Toole is speaking
2 both for air service development and executive
3 director's position.

4 MR. O'TOOLE: My name is Mattie O'Toole. I
5 work here at the airport, as most of you know.

6 I've just seen another agenda item up there,
7 Kevin Harvey's salary. A million dollar salary? I
8 think he deserves it for what he's taken -- the
9 tasks he's undertaken. And he's doing a great job.
10 I really like working for him.

11 As far as the airport director position --
12 most of what I'm going to say now has to do with
13 the former director for a minute and just what I
14 see is happening at this airport.

15 In almost 18 years of being at this airport in
16 multiple capacities, I can honestly say I've never
17 seen what was once a united and fun place to be
18 where the Airport Authority, the FBO, and the
19 pilots association worked harmoniously to ensure
20 that common good prevailed, but because of the
21 actions and words of some people at this airport, I
22 don't see that anymore. And it pains me to say
23 that because, as many of you know, I am passionate
24 about this airport and what happens to it.

25 The way that this staff change took place was

1 unfortunate, but the way that it was carried out
2 was less than respectable.

3 I think that everyone should be made aware
4 that every improvement made at this airport over
5 the last 27 years -- taxiways, runways, lighting,
6 et cetera, and hangars, okay -- was done when Ed
7 was the airport director with board approval. So
8 they worked together. But I think I got my little
9 spiel out about that. And that's the last thing I
10 have to say about that.

11 To the issue of an airline service, I am
12 listening to nothing but complaints about
13 everything to do with any kind of airline service
14 from so-called experts, mostly from pilots here at
15 the airport that say they know how to run an
16 airport. Why didn't they? People who did work to
17 their hangar that are now airport executives;
18 emergency response and safety experts who can't
19 keep their own hangars in compliance what the fire
20 department is looking for; and security experts who
21 can't wait for a gate to close.

22 I don't believe that anyone has looked at the
23 facts about the airlines here. The public, who
24 this board has an obligation to, has nothing but
25 good to say -- good stuff to say when we have

1 service here. I know that for me it's convenient.
2 Okay. I fly up to New York every once in a while.
3 I have to go to -- the airport that I want to go to
4 is Westchester. I have to go to Orlando.

5 Jacksonville's a wonderful airport. I hate
6 going there because of the drive. Twice it's taken
7 me longer to drive to Jacksonville than it did to
8 get to New York.

9 Okay. So it's convenient -- it's convenience.
10 And I hear that from a lot of the public.

11 And they didn't leave -- the airlines didn't
12 leave because of us, mostly economic situations. I
13 would venture to say that some of the route choice
14 was not the best. I can see that. But if we had
15 let them expand to find out better origin and
16 destination airports, they would have ultimately
17 succeeded.

18 For example, the Portland route in Maine,
19 every week that flight was full every time. I
20 didn't even know there were that many people in
21 Portland, to tell you the truth.

22 When we had Skybus here, Columbus, same thing.
23 That was a flight that was full all the time. Same
24 thing, I don't know where all these people from
25 Columbus came from. I didn't know, so -- with some

1 of the routes that even Avelo announced, I was
2 questioning, but maybe they'll fill too. I don't
3 know. Okay. I'm willing to take the risk.

4 With Skybus, too, the same thing happened.
5 The CEO pulled all his money out of the airline and
6 that's why they closed.

7 Frontier, in my opinion, used us as their
8 stepping stone to Jacksonville to see what they
9 could get, and then whatever deal they got up there
10 materialized.

11 Elite and Via, and I swore I've never use this
12 as an excuse with the COVID thing, after that
13 happened, a lot of pilots left from those airlines
14 to go to -- because the major airlines were
15 offering a lot better salary. These guys were
16 maybe getting 90,000 in the left seat, where the
17 airlines were offering 150,000 in the right seat.
18 Okay. So who wouldn't leave? Then their staffing
19 went down, and I believe that they had problems
20 with that, and that's why the circumstances that
21 happened, happened.

22 As for the money aspect, I have yet to see
23 anybody show me that we lost money. I don't know.
24 I've heard people say that, you know, "We've got to
25 pay for you guys, comes out of our hangar rent" and

1 all that. You're paying for us anyway, and we're
2 the ones that were working the flight. So I don't
3 know how any extra money came into it. I know that
4 the airline paid for any overtime that we had, so
5 that didn't come out of anybody's pocket except
6 theirs.

7 But needless to say, the money that was
8 generated for improvement on the airport came from
9 passenger volume -- right? -- lights, taxiways,
10 runways, ramps. For every 10,000 enplanements that
11 we do, a million dollars can be granted from the
12 FAA. All right? Out of all the ideas, and some of
13 them, I think, that you have, I don't know how you
14 could generate that much money that quick. That's
15 within a year with nine flights. I'm pretty sure
16 it would be easy to put 10,000 people out of here.
17 Okay. Just a thought.

18 This board has repeatedly said that they want
19 to improve their public image, which I think is
20 good, but public interaction at the airport: A
21 museum, good idea; a park, what we already have;
22 and some air shows.

23 Okay. In my 30 years of working at airports,
24 most people, when I tell them that I work at the
25 airport, don't come up to me and say, "Do you have

1 a museum? Do you have a park? Do you have air
2 shows?" They say, "Do you have air service?" And
3 that, I think, is their main concern in the public.
4 Okay?

5 And even if it loses some money, which I
6 haven't seen, like I said in the beginning, over
7 time, I think it could be developed where it could
8 succeed.

9 Remember, you're elected by the public. This
10 is a public airport. We are obligated to provide
11 the public a service to use this airport and
12 keeping them from thinking that this is some kind
13 of rich man's playground. Not a good image to
14 have. Okay?

15 MS. LUDLOW: Time.

16 MR. O'TOOLE: Let's make that connection by
17 providing airline service because some of you may
18 lose their vote for you if you don't.

19 CHAIRMAN OLSON: Mr. O'Toole, thank you.

20 MR. O'TOOLE: I'm sorry for going over.

21 CHAIRMAN OLSON: I think you may have gone
22 over. But you had two items you were speaking to,
23 so you got -- you got six minutes.

24 MR. O'TOOLE: That's it.

25 CHAIRMAN OLSON: Thank you.

1 MR. O'TOOLE: I appreciate it. Thanks for
2 your time.

3 CHAIRMAN OLSON: Thank you.

4 Okay. So we have a -- does someone want to
5 make a motion to authorize the terms letter of
6 offer to be extended to our -- Mr. Brienza? And
7 we're looking for as outlined -- just outlined by
8 Ms. Liotta.

9 MR. CLARKE: I'll make a motion.

10 CHAIRMAN OLSON: Motion has been made.

11 MS. LUDLOW: Second.

12 CHAIRMAN OLSON: Seconded by Ms. --
13 Ms. Ludlow.

14 All -- oh, do we need an individual vote on
15 that?

16 MR. BLOCKER: You can, Mr. Chairman. You can
17 say "all in favor" or --

18 CHAIRMAN OLSON: All in favor of the motion,
19 signify by saying "aye."

20 Aye.

21 MR. CLARKE: Aye.

22 MS. LIOTTA: Aye.

23 MS. LUDLOW: Aye.

24 MS. CASH-CHAPMAN: Aye.

25 CHAIRMAN OLSON: Opposed?

1 (None.)

2 CHAIRMAN OLSON: None opposed. Motion
3 carried.

4 ANNUAL AUDIT PRESENTATION

5 CHAIRMAN OLSON: Okay. So moving on to new
6 business, audit presentation. We're ready for the
7 audit presentation.

8 MR. HARVEY: Excuse me, Mr. Chairman?

9 CHAIRMAN OLSON: Yes.

10 MR. HARVEY: You still have one more item
11 under that.

12 CHAIRMAN OLSON: Oh.

13 MR. HARVEY: Old business.

14 MS. CASH-CHAPMAN: Kevin Harvey's salary.

15 CHAIRMAN OLSON: What?

16 MS. CASH-CHAPMAN: Kevin Harvey's salary, we
17 haven't discussed it.

18 CHAIRMAN OLSON: Oh. Oh. Minor -- minor --
19 it's not on the agenda sheet. I am sorry.

20 Mr. Harvey, did you want to speak to this
21 item?

22 MR. HARVEY: Well, from what I'm hearing, it
23 sounds like you're getting a bargain out of me
24 right now.

25 CHAIRMAN OLSON: Is it a --

1 MR. HARVEY: You're getting a two for one
2 right now.

3 CHAIRMAN OLSON: You're seeking
4 clarification -- you're seeking clarification from
5 the board, right? Was that -- you're seeking --

6 MR. HARVEY: That's correct. Yes, please.

7 CHAIRMAN OLSON: The board is being asked to
8 clarify the duration -- I believe it's for the
9 duration that he serves as acting executive
10 director, correct?

11 MR. CLARKE: Uh-huh.

12 MS. LUDLOW: Uh-huh. But what about the
13 particulars, which was, you know, his salary was
14 going to be increased by half of the annual salary
15 of the former executive director?

16 CHAIRMAN OLSON: By -- at the same rate. He's
17 being -- he would be paid at the same rate as the
18 executive director to assume the duties on an
19 interim basis of the executive director.

20 MS. LUDLOW: With his monthly amount, yes.

21 CHAIRMAN OLSON: Yes. Is that --

22 MR. CLARKE: Yes, sir.

23 CHAIRMAN OLSON: So just to restate, the
24 interim executive director, it's the -- has been
25 the intent of the board to compensate the interim

1 executive director while he's performing that --
2 the duties of executive director at the level and
3 with the benefits of the executive -- prior
4 executive director until such time as the new --
5 newly hired executive director assumes the
6 full-time position at the airport; is that correct?

7 MR. CLARKE: Correct. I don't believe we said
8 anything about benefits. That would not -- that
9 would exclude housing.

10 CHAIRMAN OLSON: Oh, yes. Exclude housing.

11 MR. CLARKE: But -- right.

12 But there wouldn't be any other changes to
13 your benefits that you get now, Kevin; is that
14 correct?

15 MR. HARVEY: No, there would not be.

16 MR. CLARKE: Okay. So it's just salary.

17 MR. HARVEY: When you're through, I'd like to
18 make another comment.

19 CHAIRMAN OLSON: Okay. We should probably
20 take another vote on that just to make it of
21 record.

22 MR. ROBERTS: I think he has a question.

23 MR. HARVEY: I'd like to comment first before
24 you make a settlement on my behalf.

25 CHAIRMAN OLSON: Oh, I'm sorry. Yes.

1 MR. HARVEY: Again -- I was semi-joking. I'm
2 presently doing two jobs, which was my airport
3 operations job and I'm doing -- performing the
4 interim director's job. You are getting a deal,
5 believe me. Even though it's short time, just
6 offering Mr. Wuellner's base salary to me, it's --
7 I'm doing a lot more than that. So just so you
8 know.

9 Also, going forward, you've got a new director
10 coming in. He's not going on his own day one.
11 It's going to be a 6- to 12-month endeavor to get
12 him up to speed. Granted, he gets what he gets up
13 front. Good for him. But myself and staff are the
14 ones that are going to bear responsibility of
15 getting him up to date on just about everything
16 that goes on at this airport.

17 So bear that in mind as you move forward
18 whether it's with me or with staff. There's a lot
19 of work that's going into this right now, and it's
20 not a eight-hour job and you go home. Never has
21 been. But now I'm getting it from multiple angles,
22 not just what I normally do.

23 So bear that mind if you intend to just put me
24 back at my regular salary after this is all said
25 and done. It's your prerogative, but think about

1 it, please.

2 MS. CASH-CHAPMAN: I think those are excellent
3 points, and I don't think I'm ready to move forward
4 without more discussion on additional pay for
5 Mr. Harvey moving forward.

6 CHAIRMAN OLSON: Do you want to --

7 MS. LUDLOW: I -- go ahead.

8 MS. CASH-CHAPMAN: I'm not a numbers person by
9 nature. I'm going to look to Dennis for those
10 types of things. But I do think that he needs more
11 than -- because he's 100 percent right. And I
12 appreciate you bringing that up to us. He is doing
13 two jobs right now. He didn't ask for this. We
14 told him he was doing it. And I think that we need
15 to recognize that and appreciate him in a way that
16 is appropriate for the level of work that he is
17 putting into this airport for us.

18 MS. LUDLOW: And I would suggest that we bring
19 on another part-time person. We have -- we have
20 experienced people on the field that have run
21 airports and would take an interim position to be
22 an extra body. In fact, they would be very
23 beneficial to Kevin because they have the
24 experience of running the airport.

25 CHAIRMAN OLSON: Of course, that's another

1 matter. I mean, it's allied with it, but I would
2 suggest that if we -- and we may -- if we need
3 additional help in the administrative office, that
4 we look to our acting executive -- interim
5 executive director to propose and arrange that.
6 Some of it can be handled administratively without
7 even board action. So I would just look for that.

8 Because, again, Mr. Harvey, we are very
9 dependent on him to do a bunch of things on a daily
10 basis. This board doesn't meet again until --
11 well, I guess almost the end of the month, so --
12 and I -- I agree with what has just been said about
13 additional compensation and recognition that it is
14 more than stepping into another job. It's doing
15 two jobs. And we are extremely fortunate and lucky
16 to be able to do this because, as we discussed
17 earlier, we do not have a -- we did not have a
18 formalized succession plan in place when we
19 suddenly were without an executive director.

20 So as far as there was a question made to
21 Mr. Clarke about how -- what a compensation
22 adjustment added might be to recognize this...

23 MR. CLARKE: I have to say that I agree with
24 Mr. Harvey and Ms. Chapman. We -- what I would
25 like to see, and I've also discussed this to some

1 degree with the incoming executive director, I
2 believe we needed to have a -- I don't know when
3 we've done a formal compensation survey, but I
4 believe one is warranted. I believe we should give
5 the incoming executive director time to evaluate
6 his staffing needs. And if we -- you know, but we
7 need to be a little more formal about it.

8 If we can determine if Kevin's -- or the
9 assistant director's salary is warranted to be
10 increased because of his duties and
11 responsibilities and the size of our airport and
12 staff, then I'd be the first person to say, you
13 know, we'll make that adjustment, even
14 retroactively to the time that he assumed these
15 positions.

16 But I think a compensation survey is
17 warranted. But I would like to defer to the
18 incoming executive director because he has had
19 experience with that, as have I, I mean, in my
20 former -- with former employments. It's very
21 important that everybody is, you know, evaluated
22 and treated fairly, especially in this market.

23 CHAIRMAN OLSON: Could the added adjustment be
24 in the form of a bonus at some point?

25 MR. CLARKE: Yeah. Or a -- yeah, a

1 retroactive adjustment that it would bring him up
2 to -- up to date.

3 CHAIRMAN OLSON: It could be a bonus for --

4 MR. CLARKE: Yeah.

5 CHAIRMAN OLSON: -- work well done during an
6 interim period?

7 MR. CLARKE: Yeah, without a doubt. Right.

8 CHAIRMAN OLSON: Yes. Okay.

9 Other discussion?

10 MS. CASH-CHAPMAN: I don't know that a bonus
11 later makes sense for the amount of work that he's
12 doing right now because the bonus later is going to
13 come from us and a new director who has no part in
14 what has been going on now. So I think it might
15 behoove us to discuss maybe -- and, again, I don't
16 know the numbers off the top of my head, but
17 perhaps that base salary that we just talked about,
18 plus half of his current salary, or something along
19 the lines where he is being compensated now for the
20 work that he is doing now.

21 CHAIRMAN OLSON: Well, if there -- I mean --

22 MS. CASH-CHAPMAN: Because he has two
23 full-time jobs that he's taken on right now.

24 CHAIRMAN OLSON: And it would need to be -- if
25 we're going to take formal action and have it

1 administratively implemented, it would have to be a
2 formal amount, such as -- you know, you referred to
3 50 percent of the other salary. We're talking
4 about an interim period.

5 Did you want to -- are you -- I mean, that may
6 be --

7 MS. CASH-CHAPMAN: I'd like to hear from the
8 rest of the board and see if anyone else has any
9 input before I say any more.

10 Anybody else comfortable with paying him the
11 base salary, plus half of his -- we need to do
12 something, I feel like. I don't --

13 CHAIRMAN OLSON: So we've -- let's see.

14 MR. HARVEY: Mr. Chairman?

15 CHAIRMAN OLSON: It's been proposed that the
16 compensation for the interim executive director
17 include the base salary, plus benefits --

18 MS. CASH-CHAPMAN: Percent of some --

19 CHAIRMAN OLSON: -- except not housing
20 benefit, of the current -- or the former executive
21 director, plus -- plus 50 percent of the base
22 salary of the -- Mr. Harvey's current or official
23 position that he had before he became interim and
24 that that would extend through the period of time
25 until the new executive director is on board --

1 MS. CASH-CHAPMAN: Uh-huh.

2 CHAIRMAN OLSON: -- here on board.

3 Is that specific enough to -- for people to
4 act --

5 MR. HARVEY: If I may, sir? It's going to
6 extend well beyond the new director just taking his
7 position. He's not stepping in on day one knowing
8 how to do most anything around here.

9 MS. CASH-CHAPMAN: Right.

10 CHAIRMAN OLSON: Okay.

11 MR. HARVEY: So -- and I would also remind
12 you -- I wasn't in the room at the time, but my
13 understanding was you already made a motion that I
14 was at the base salary of the current or present
15 director. So --

16 CHAIRMAN OLSON: Yeah. Yep.

17 MR. HARVEY: -- that was already -- that's
18 already taken place.

19 CHAIRMAN OLSON: Yes, that was -- that was
20 already done.

21 So does someone want to --

22 MS. LIOTTA: I'd like to hear from our
23 counsel.

24 MR. BLOCKER: Mr. Chairman, I think we need to
25 be cautious here. We've used the term "bonus."

1 Under Florida Statute, there are some restrictions
2 on bonus in local government, and even the aviation
3 authority is unique under Florida Statute. We need
4 to be careful with that. So I'd like to, if I may,
5 advise the board. I think it might be worth -- the
6 board has already voted to give Mr. Harvey the base
7 salary of the executive director. It might be
8 worth -- obviously, he's raised some issues for
9 board consideration today.

10 What might be helpful is before the next
11 meeting is for, you know, Mr. Harvey to either meet
12 with one of the board members, whoever the board
13 appoints, to talk about some type of negotiated
14 compensation. That way we can have some finality
15 to this and make sure that we've vetted that, make
16 sure the compensation is consistent with
17 Florida Statute, and make sure we're covering all
18 the bases, if that makes sense.

19 CHAIRMAN OLSON: Okay. Is there someone on
20 the -- I mean, we have now some guidance from our
21 counsel.

22 Ms. Chapman, did you want to be the board
23 person to work on that with Mr. Blocker and
24 Mr. Harvey in the interim?

25 MS. CASH-CHAPMAN: If that's something that

1 everyone else is comfortable with, I'm happy to do
2 that.

3 CHAIRMAN OLSON: Okay. Does that sound like a
4 good path forward?

5 Okay. And I don't believe we need a motion on
6 that because that's just a direction.

7 MR. BLOCKER: That's -- that's correct. And
8 just for clarity, the board has already voted to --

9 CHAIRMAN OLSON: Yes.

10 MR. BLOCKER: -- for the base salary, but --

11 CHAIRMAN OLSON: Yes.

12 MR. BLOCKER: -- what the board direction
13 would be here is for one board member, Ms. Chapman,
14 to meet with Mr. Harvey for them to talk about
15 whatever the compensation is. We'll vet that
16 through legal, and then come back, either at the
17 next meeting or a follow-up meeting, and clarify
18 what those terms are for final approval. Is
19 that --

20 MR. HARVEY: Thank you.

21 CHAIRMAN OLSON: Okay. Sounds good.

22 ANNUAL AUDIT PRESENTATION

23 CHAIRMAN OLSON: So making sure that I'm on
24 the agenda now, for the next item, we have new
25 business, annual audit presentation. Okay.

1 MR. CONRAD: Good evening, everyone. I'm
2 Ron Conrad. I'm the engagement partner from
3 Cherry Bekaert. And I'm here to share the
4 presentation with Bryan Harman, who's the audit
5 manager with us. And we have a special guest here
6 today, Mr. Jeff Zeichner. Jeff just joined us,
7 actually, in our firm just recently. He lives here
8 in St. Augustine and has worked on the airport in a
9 prior life. So he's got experience out here. And
10 just wanted to introduce him. And he's just
11 sitting in and absorbing all this. So I appreciate
12 Jeff coming in and joining us today.

13 So what we're going to do is we have some
14 required communications, which is the first slide.
15 There's a audit standard out there that requires us
16 to go over certain matters. I'm going to go over
17 part of that, and then Bryan is going to chime in
18 and kind of finish that part up.

19 And then we have the financial statements that
20 we're actually going to issue and, I believe,
21 you're going to approve at the end of the meeting
22 for issuance of approval of the audit. We'll just
23 go over some highlights of the financial statements
24 too. So kind of a two-part presentation, and Bryan
25 and I are going to tag-team it for you.

1 So to start out, we have up on our PowerPoint
2 slides here on the screen -- Cindy's operating the
3 screen here for us. So I appreciate that, Cindy.

4 The first thing you see is the client service
5 team, and you see Bryan in there as the manager,
6 and we have other people that have very much
7 participated in this as well, as reviewers,
8 Natalie Spradling, helping us with the audit, some
9 of the detail work. So that's our client service
10 team for you.

11 What we're going to be doing is going over
12 this agenda, and in the -- the agenda is -- I'm
13 first going to go over the results of the audit,
14 the -- and some of the aspects of internal
15 controls, any corrected, uncorrected misstatements,
16 and then certain required communications -- a lot
17 of this is required communications that auditing
18 standards have -- and then just some other matters
19 on supplementary information and reporting changes
20 that are coming up in the future that you might
21 be -- want to make you aware of.

22 So the results of the audit, this audit is
23 auditive financial statements, which we're looking
24 at having a clean opinion on, unmodified opinion,
25 so a clean opinion. And then separately, there's

1 also -- within this package is an audit of federal
2 grants. So -- and you'll see and I'll go over that
3 with you a little bit later, but part of what we do
4 is we look at compliance with federal grants, and
5 we do issue an opinion on compliance in relation to
6 federal grants. So our opinion is on the financial
7 statements as well as on the compliance -- or with
8 uniform guidance on federal grants.

9 In relation to those opinions, we look at
10 internal control. We do this audit in accordance
11 with government auditing standards. That is a
12 requirement when we have an audit in accordance
13 with uniform guidance and also by Florida Statute.
14 Florida Statute requires all government entities to
15 have audits in accordance with government auditing
16 standards.

17 So what we're doing is we're looking at the
18 internal control as the basis to issue our opinions
19 on the financial statements and on the federal
20 grant compliance. We don't issue an opinion on the
21 internal control, but we are looking at internal
22 control with those primary aspects in mind.

23 So with regard to internal control, what we do
24 is at the end we're required to report to you any
25 material weaknesses that we find or significant

1 deficiencies. Last year, we had a couple of
2 material weaknesses. So we looked at those again
3 this year, followed up on those, and we saw that
4 those were corrected. So you don't see any
5 material weaknesses this year. Last year's items
6 were corrected. So we're in good shape with that.

7 There's another item called "significant
8 deficiency." That's where it wouldn't be material
9 to the financial statements, but it's something we
10 think is significant enough to warrant your
11 attention. We didn't have any of those either. So
12 clean as far as the internal controls.

13 Another item that we are supposed to -- or
14 required to communicate to you is any corrected or
15 uncorrected misstatements other than those that we
16 would consider more trivial in nature, so any of
17 the larger-type items. And we didn't have anything
18 there in corrected misstatements or uncorrected
19 misstatements.

20 We did do some consulting during the interim
21 working with Dana, just making sure that we had all
22 the prior items all taken care of and we looked
23 over things and consulted in that manner, but, you
24 know, with regard to the financial statements and
25 the closing entries, we didn't have any items.

1 I wanted to go over the first slide here on
2 the qualitative aspects, and this is dealing with a
3 new pronouncement that we had for government
4 accounting standards. We -- we, as a -- since
5 you're a government entity, we are required to use
6 government accounting standards. And there's a
7 standard, it's Standard 87, which deals with
8 leases. And this is something that's permeated
9 from the financial accounting standard. It's been
10 in the commercial world and it's also in the
11 government world with GASB 87.

12 So what this is all about is that -- for
13 airports, is you have leases that are both
14 regulatory and non-regulatory, as defined. So what
15 they call regulatory is that when an airport is --
16 the FAA has jurisdiction, they have oversight
17 capability and responsibility to ensure that if you
18 have leases out there that has a lessor, that you
19 have reasonable prices, and that you have -- and
20 that you provide available access. You know, when
21 it's -- when it's available, that you provide the
22 access, you know, to those in need of it.

23 So there's a couple of things that the FAA
24 gets involved in. And you have hangars and
25 T-hangars out there that are the primary ones that

1 are associated with those types of items. So those
2 are considered regulatory. And if they're
3 regulatory leases, we don't need to show a
4 receivable on a payroll. We don't need to record
5 anything different than we've ever recorded. It's
6 always -- it's still the same under the standard.
7 We do have separate disclosures which you'll see on
8 page 14 of the financial statements for those
9 regulatory leases. It just shows the amount that's
10 out there.

11 Separately, if you have non-regulatory leases,
12 like a ground lease that you have for the cell
13 tower that FAA doesn't really get involved in or
14 you have office space that doesn't really go into
15 aeronautics at all -- you have four of those. And
16 so those types of leases, they do tell you to go
17 ahead and put a receivable and a payable on the
18 books at its present value.

19 So that calculation was made for those leases:
20 What is the present value? So you'll see on the
21 financial statements a lease receivable and what we
22 call a deferred inflow, which means that that will
23 be recognized in revenue as time goes on on those
24 leases.

25 So a little different presentation. You'll

1 see some additional disclosure on the
2 non-regulatory leases on pages 13 and 14, as well,
3 in the financial statements. So that's what that's
4 all about. I just wanted to let you know that.

5 Bryan's going to come up here and talk to you
6 about the other required communications and the
7 rest of this slide, and then we'll go over the
8 financial statements briefly.

9 MR. HARMAN: All right. Thanks, Ron.

10 On the next line here, just some more
11 qualitative aspects of accounting practices. One
12 thing, there's no related party transactions, so
13 that's something that we have to disclose if we see
14 anything there, and we did not.

15 On the next line, we noted no transactions
16 entered into by the Authority which lacked
17 authoritative guidance, and we noted no significant
18 unusual transactions during our audit.

19 On the next slide, of course accounting
20 estimates are an integral part of the financial
21 statements, and the most sensitive estimate that
22 the authority has is the depreciation of capital
23 assets. So there's some judgment involved there
24 which we evaluate.

25 On the next slide, the financial statement

1 disclosures are neutral, consistent, and clear. So
2 we evaluate that.

3 And on the next slide, we look at some
4 independence considerations. Very important, of
5 course, for the auditors to be independent. We do
6 provide some non-attest services that you see -- as
7 you see listed here. So we assist in the
8 preparation of the financial statements and the
9 notes, the data collection form, and then also the
10 depreciation schedules. As Ron was talking about
11 earlier, GASB 87, we did provide some consulting
12 services there to the airport and provided some
13 assistance with implementing that standard.

14 And as with any non-attest services,
15 management accepts responsibility for anything that
16 we give them and they oversee that by a competent
17 employee of management staff.

18 So our conclusion on independence is that we
19 are independent in relation to the airport and
20 there's no concerns there.

21 On the next slide, some further required
22 communications, but there were no difficulties with
23 management that we need to report. There was no
24 disagreements in regards to financial accounting,
25 reporting, or anything related to the audit at all.

1 We didn't have to consult with anyone outside
2 of the audit team about any matters, and the
3 management has signed a representation letter,
4 which includes certain representations to us in
5 regards to accounting records.

6 On the next slide, looking at some other
7 required communications, to our knowledge --
8 sometimes, you know, an entity will consult with a
9 second auditor or accountant, and to our knowledge,
10 there was no instances of this.

11 The next area is other findings or issues that
12 we need to bring to your attention, and there was
13 nothing else in relation to the audit this year
14 that we need to bring to the board's attention.

15 I'm happy to report that there were no fraud
16 or illegal acts that we need to bring to the
17 board's attention and we had no concerns over the
18 going concern of the Authority.

19 Other matters, there are supplementary
20 schedules in the financial statements. We made
21 sure that these conformed to U.S. GAAP, and we also
22 compared them to the underlying records or to the
23 financial statements themselves to make sure they
24 tied out correctly.

25 On the next slide, looking at some of the

1 upcoming financial reporting standards, of course
2 we have the Governmental Accounting Standard Board,
3 they're always coming out with new standards, and
4 we'll evaluate with management which ones will be
5 most applicable to the authority.

6 GASB 87 -- excuse me -- GASB 96 will have a
7 similar effect of GASB 87, which will involve
8 grossing up on some items on the balance sheet once
9 we evaluate certain contracts related to IT
10 arrangements.

11 And with that, I'll turn it back over to Ron.

12 MR. CONRAD: Thanks, Bryan.

13 Okay. So here's the fun stuff. We go into
14 the financial statements. I know there's three new
15 board members, so you haven't gone through this
16 before. So I want to just give you an overview.
17 My responsibility is going to be to give you an
18 overview. Bryan knows all the numbers, so he's
19 going to go through some of the detail on the
20 numbers, but I just wanted to introduce the
21 financial statements to you to begin with.

22 You have that draft in front of you. Go to
23 the table of contents. Now, first, you know, at
24 the front, you'll see this is a September year-end
25 because, by state statute, all local governments

1 have to have a September year-end. All state
2 agencies or what they call agencies of the state
3 have to have June year-ends in the state of
4 Florida. So in the state of Florida, when you see
5 financial statements, that's what you're generally
6 going to see and that's why the airport has a
7 September year-end.

8 So when we look at the table of contents, the
9 first thing you'll see is a report of the
10 independent auditor. That's a new report this
11 year. It's actually a different -- it's not -- the
12 concept isn't new, but the -- you'll see that if
13 you look at last year's financial statements, the
14 format of the report is considerably different.
15 It's because of a new standard that was -- an
16 auditing standard that came out this year. It's a
17 clean opinion regardless, but it just looks
18 different than what it did before. The opinions
19 are at the top instead of the bottom, those types
20 of things.

21 Management's Discussion and Analysis follows
22 that. And Management's Discussion and Analysis is
23 a requirement for any government report, similar to
24 what you might have for the securities and exchange
25 commission public reports, except there's certain

1 required information that's in this MD&A. So
2 that's something if you want to get an overview of
3 the financial statements. It's kind of a nice
4 little snapshot that you'll see at the beginning of
5 certain required things, certain things that are --
6 are required to be put in there with capital assets
7 and debt management and the economic type of
8 environment you have.

9 Then after that is the financial statements.
10 These are the required financial statements that
11 you have.

12 And then there's certain supplementary
13 information after that that deals with the Florida
14 Retirement System and your share of the system for
15 the employees that you had. You had 14 employees
16 at the end of September, and so, you know, that's
17 what this FRS is dealing with, the benefits that
18 you have.

19 After that is the Compliance and Single Audit
20 section. We are required by our standards uniform
21 guidance for federal purposes or in the Florida
22 Single Audit Act in Florida if we have \$750,000 or
23 more of federal assistance, we have to do an audit
24 of the grants. And you have that, so that's why
25 you see a federal single audit in here. For the

1 state grants, you didn't have 750,000. You didn't
2 have the required amount that would require a state
3 single audit. So that's why you have the federal
4 there.

5 And then after that, we have an "Other
6 Reports" section, which has a management letter
7 that's required, management letter by the auditor
8 general in the state of Florida. So the contents
9 of that are prescribed by the auditor general.

10 And then after that is a report on investment
11 compliance, and that is a requirement by
12 Florida Statute that we go ahead and look at your
13 compliance with investment policies, and we have to
14 issue a report opinion on that.

15 So that's the overview of what's in these
16 financial statements. I'm going to let Bryan just
17 kind of go through some of the numbers.

18 Before, I had pointed out to you that pages 13
19 and 14 deal with those leases. So you'll see those
20 new this year. That's kind of the new disclosures
21 this year. Otherwise, the disclosures are very
22 consistent with what you have seen before.

23 MR. HARMAN: All right. Thanks, Ron.

24 So I'm just going to highlight a couple of
25 things. First, we'll look at the statements of net

1 position, probably most noticeable with the
2 implementation of GASB 87. That's on page 7 if you
3 have the financial statements there.

4 With the implementation of GASB 87, you'll see
5 a lease receivable. You'll have a current portion
6 and then you'll also have non-current portion. And
7 then basically on the other side of the balance
8 sheet, you have the deferred inflows. You'll see
9 that towards the bottom. Deferred inflows is
10 related to the lease. So it's basically just a
11 gross-up on the balance sheet, has no impact on the
12 bottom line.

13 Other changes you'll see there, there was a
14 number of construction-in-progress additions, and
15 then there were a number of projects completed this
16 year, which were then capitalized and moved into
17 capital assets, which are being depreciated.

18 Another notable increase, of course you have
19 your net pension of liability. You probably notice
20 increase. Of course, with an FRS, the Authority is
21 in the FRS and they have a certain responsibility
22 there in relation to their size of staff. And
23 you'll see the increase there mostly related to the
24 lower investment projections, which, you know, the
25 FRS has the actuarial valuation each year and those

1 projections change each year.

2 On page 8, just looking at some of the changes
3 from the statements of revenue, expenses, and
4 changes in net position, of course you'll see some
5 of the lease revenue was up related to T-hangars.

6 The next line item there, fuel sales, most of
7 that increase was related to the fuel sales, about
8 260,000 increase there, and then some of the
9 flowage fees increased as well.

10 General and admin, just point out -- of
11 course, we're always looking at the expenses.
12 Nothing significant to point out. There was just
13 overall increases in a lot of different areas. IT
14 support increased 27,000; and then -- let's see, I
15 think it was insurance, that was about a 45,000
16 increase. So there was just a number of things
17 that increased.

18 Salaries and benefits, there was, you know,
19 brought into the airport a finance manager. I
20 believe that was about a half year. And then there
21 was part-time gate employees, which I don't think
22 you had in the other previous year.

23 And then of course the cost of fuel, that's
24 pretty self-explanatory, but that's the cost of
25 fuel sold. That increased as well.

1 The other major item you'll notice under
2 "Capital Contributions," there was a lot of major
3 programs wrapped up in the current year, so that's
4 why you'll see the decrease. You do still have a
5 number of programs still going on, but it's not
6 quite as high as the prior year and those dollars
7 used.

8 And then underneath that, "Other Capital
9 Contributions," there were some additions made that
10 were brought on to the books of the Authority.
11 That was related to the Grumman building on a prior
12 year, but they didn't have any of those in this
13 year.

14 With that, I'll turn it back over to Ron.

15 CHAIRMAN OLSON: Mr. Harman, I was just
16 wanting to clarify, where we have our -- I believe
17 it's listed as unrestricted capital in the numbers,
18 where would I be -- I don't have the actual audit
19 in front of me right now. It's on my --

20 MR. HARMAN: Page 7.

21 CHAIRMAN OLSON: Okay.

22 MR. CLARKE: Right here.

23 MR. CONRAD: On the bottom.

24 CHAIRMAN OLSON: Is that the same as what
25 people refer to as capital reserve? Is that the

1 same -- is unrestricted capital the same thing?
2 When someone asks -- wants to compare our financial
3 strength, our ability to perhaps consider financing
4 options or strategies and they ask about capital
5 reserve, is that the same as unrestricted capital?

6 MR. HARMAN: I'll let Ron take that one.

7 CHAIRMAN OLSON: I'm just -- I'm very
8 interested in just knowing the terminology.

9 MR. CONRAD: Actually, that was the first
10 thing I was going -- when I was coming back up
11 here, I wanted to talk to you about that.

12 CHAIRMAN OLSON: Okay. Go ahead.

13 MR. CONRAD: So the net position on page 7,
14 you have a net position of 85 and a half million
15 dollars roughly at the end of September 30, 2022.
16 Now, the way you work is you get -- for capital
17 assets, you know, the improvements of the runway,
18 et cetera --

19 CHAIRMAN OLSON: Yeah. Yeah.

20 MR. CONRAD: -- you get that money from the --
21 from the federal government, state government.
22 They're -- and so when we look at what we call
23 capital contributions, that is what you see in
24 investment capital assets. If you look at the
25 capital assets note in the financial statements,

1 you'll see that it almost entirely comes from that.

2 We reconcile that out at the end of every year
3 because we want to see that you haven't been
4 spending your operating capital on the -- money
5 on -- on capital assets that normally should be
6 funded by the federal or state government.

7 So separate from what is funded by them as
8 capital assets, the rest of it is you have this
9 reserve. Whether you call it a capital reserve or
10 whatever, you have -- the money you have left over,
11 that is your -- your -- your funds that you have
12 that are available for spending, you know, going
13 forward.

14 So you have two components. Normally, there's
15 a third component. It would be restricted --
16 amounts restricted, but you don't have any
17 restricted amounts. So it's all unrestricted to be
18 able to use in the general capital --

19 CHAIRMAN OLSON: Restricted would, for
20 example, mean if it was -- if we had undertaken a
21 financing and had to serve service bonds?

22 MR. CONRAD: Yeah. Exactly. Exactly.

23 CHAIRMAN OLSON: Okay. Okay. Yeah.

24 MR. CONRAD: Yeah.

25 MR. CLARKE: Just to clarify, if we're looking

1 at the balance sheet, the difference between the
2 total assets and the net position, is that equal to
3 the total assets minus the total liabilities minus
4 the deferred inflows?

5 MR. CONRAD: You have to get the deferred
6 outflows in there and then defer it. So it's the
7 assets plus the deferred outflows.

8 MR. CLARKE: Plus deferred outflows?

9 MR. CONRAD: Yeah, minus the liabilities,
10 minus the deferred inflows. Because basically you
11 just take --

12 MR. CLARKE: Okay. Yeah. All right. Yeah,
13 the asset side. Okay. So that -- so in a normal
14 balance sheet, those -- they would equal. Okay.

15 MR. CONRAD: Yeah. Yeah, the deferred inflows
16 just means it's -- it's -- you know, some of it's
17 pension related. You have assumptions that the
18 actuary is using on that FRS, on the Florida
19 Retirement System, and so what we do is we pick all
20 this up from the auditor general. The auditor
21 general will have the audit of all the -- they do
22 the audit of the Florida Retirement System.

23 MR. CLARKE: Okay.

24 MR. CONRAD: And after they've done the audit,
25 they have an allocation of all the governments in

1 the state of Florida that participate in that
2 system. And they say: This is how much relates to
3 you based on the contributions that you've given,
4 this is the liability that you have, the deferrals,
5 and all this stuff, based on the actuaries that
6 they have up there at the state level. So
7 that's -- that's where that comes from, from the
8 pension.

9 And as Bryan mentioned on the lease, that came
10 from the new standard. That's what the deferred
11 inflows are. And then you see on the deferred
12 outflows, it's the same thing; that comes from the
13 actuary, the results from the auditor general.

14 MR. CLARKE: Can I ask you another number
15 question?

16 MR. CONRAD: Yeah, sure.

17 MR. CLARKE: Can you take a look at -- I'm
18 referring to on the statement of net position,
19 page 7, the long-term liabilities, net pension
20 liability plus compensated absences equals 1.076.
21 And then compare that to Note 6 on page 16 and see
22 if there's a -- there's a difference there between
23 those two numbers. I'm wondering if the note has
24 not been updated.

25 MR. CONRAD: I bet it's the FRS and the HIS.

1 MR. CLARKE: The compensated absences are
2 slightly different.

3 MR. CONRAD: Oh, the compensated absences?
4 All right. Any balance of 16 --

5 MR. CLARKE: It's different -- oh, pardon me.
6 Its difference is due within one year. It looks
7 like --

8 MR. CONRAD: Yeah, the current portion versus
9 the long-term portion.

10 MR. CLARKE: Okay. All right.

11 MR. CONRAD: Yeah, the 42 and the 18.

12 MR. CLARKE: All right.

13 MR. CONRAD: Good observation. You almost got
14 it.

15 MR. CLARKE: One other question I have is --
16 or two, I'm -- again, I'm looking at the note on
17 page 16 where we have the net pension liability
18 of -- beginning balance of 412,088, and then there
19 were additions of 622,203, which was about
20 50 percent more than the beginning balance. It
21 seems like a high number. Can you -- is there --
22 what can we attribute that to?

23 MR. CONRAD: I can't recall if that was due to
24 investment performance at the -- at the -- you
25 know, because what happened -- I think it was. I

1 think that that's what happened. You know, we had
2 a tough year.

3 MR. CLARKE: So it went down?

4 MR. CONRAD: Yeah.

5 MR. CLARKE: Okay.

6 MR. CONRAD: Yeah, so all of a sudden, they
7 say, "Well, you guys have to fork up more in the
8 future to make up for the fact that you lost a lot
9 of your assets."

10 MR. CLARKE: Right. Okay. And then one other
11 question, we have the pending -- our executive
12 director will be, you know, leaving employment at
13 the end of June. Will that impact our net pension
14 liability, the liability on the balance sheet?

15 I mean, when a person leaves our employment,
16 you know, how does that -- how are those -- does
17 that affect our financial statements?

18 MR. CONRAD: You know, his defined benefit
19 that he gets is still going to be paid through the
20 airport plan, so -- I don't think he's getting that
21 right away because he's going to get that as a
22 defined benefit throughout the rest of his, you
23 know -- you know, throughout the rest of his life.
24 So I think that that stays off there, that that is
25 an asset.

1 MR. CLARKE: So do we have -- well, does
2 that -- you mentioned we had 14 employees at the
3 end of September. Does the pension liability
4 include active and retirees as well?

5 MR. CONRAD: Yeah, it's going to include --

6 MR. CLARKE: So it has everybody in the plan?

7 MR. CONRAD: Yeah.

8 MR. CLARKE: Okay. All right.

9 MR. CONRAD: I think that's true. I think
10 we've done -- I can't tell you with a hundred
11 percent certainty.

12 MR. ZEICHNER: I can give you the answer to
13 that question.

14 MR. CONRAD: What was that?

15 MR. ZEICHNER: I can give you the answer.

16 The State determines its liability as a whole
17 for all state and, you know, local company
18 employees. And they make allocations to the
19 individual state agencies and local governments.
20 The allocation factor is based on the salary that
21 you reported paying during the previous fiscal year
22 as a percent of all the compensations that've been
23 paid into the plan.

24 So in theory, he won't be included in your
25 liability because the salary won't be in that

1 allocation factor, but you'll have a new executive
2 director you're paying. So your payroll will
3 remain the same or go up.

4 MR. CONRAD: Yeah, that makes sense.
5 That's -- yeah. So it's all the salary payroll and
6 every single liability that's allocated through the
7 auditor general.

8 MR. CLARKE: Okay.

9 MR. CONRAD: Thank you. I knew there was a
10 reason.

11 MR. ZEICHNER: I'm glad I got a chance to
12 talk.

13 MS. LUDLOW: Now you can't hide him.

14 MR. CONRAD: Anything else?

15 CHAIRMAN OLSON: Just a -- I guess a question
16 about last year. As you noted, we had the material
17 weakness findings. And at that point, you said --
18 I believe you reported that we would be on some
19 sort of at-risk list with one of our funding
20 agencies for two years.

21 So do we go -- when do we get off our at-risk
22 list?

23 MR. CONRAD: You'll see on page 33, there's --
24 it says "Auditee qualified as a low-risk auditee,"
25 and we say "no." So this is the first year of the

1 two years. So next year, it will say "no" again
2 because we have a material weakness. When you have
3 a material weakness --

4 CHAIRMAN OLSON: We had another one this year?

5 MR. CONRAD: No, no.

6 MR. CLARKE: No, no.

7 CHAIRMAN OLSON: Oh, I thought you said --

8 MR. CONRAD: Because we had one last year, it
9 carries forward. You don't even have to have one
10 this year.

11 CHAIRMAN OLSON: But it's two years, right?

12 MR. CONRAD: Yeah. No, this is the first one.

13 CHAIRMAN OLSON: I believe that you reported
14 last year it was -- would be two years.

15 MR. CONRAD: We look prospectively. Two more
16 years. So we found it last year, so it's the next
17 two years. Actually, yeah, because -- yeah, so we
18 have two years.

19 This is the first year, so you'll see on
20 page 33 that you're not considered a low-risk
21 auditee.

22 Now, the relevance of that is that if we
23 were -- if you were a low-risk auditee and we had
24 multiple grants to look at, we would -- we could
25 look at less as auditors because we'd say you're a

1 low-risk auditee. That's really the relevance of
2 it.

3 CHAIRMAN OLSON: Right.

4 MR. CONRAD: The fact is it didn't really make
5 any difference this year because of --

6 CHAIRMAN OLSON: Isn't there other relevance
7 if we were issuing bonds, the bond rating agencies?
8 The underwriters would take note of at-risk
9 verse --

10 MR. CONRAD: I don't think that would -- this
11 is just for uniform guidance. And it's their
12 definition of a low-risk auditee. It's not really
13 whether you're a low-risk or high-risk financial
14 statement.

15 CHAIRMAN OLSON: Okay. Okay.

16 MR. CONRAD: The financial statements are very
17 different.

18 CHAIRMAN OLSON: Okay. Good to know that.

19 MR. CONRAD: This is just simply for federal
20 grant purposes and how they define it and what they
21 require for auditors to look at.

22 CHAIRMAN OLSON: Okay. Okay. Thank you.

23 MR. CONRAD: Yeah.

24 MR. CLARKE: Just maybe you can make one
25 general comment. We -- you know, of course, you

1 have your statements. You say you don't express
2 enough -- an opinion on our effectiveness of our
3 internal control, but you also state that we could
4 have material weaknesses; you just haven't found
5 them.

6 But what -- for the Authority board as a body,
7 what is your general recommendation that we can do
8 as a board to make sure there aren't -- we don't
9 encounter this material weakness going forward and
10 we have --

11 MR. CONRAD: I think one thing that you've
12 done, if I recall right, is that you have
13 established or are establishing an audit committee,
14 right?

15 MR. CLARKE: Yeah, that's to be decided
16 this -- tonight.

17 MR. CONRAD: Okay. Well, that's one item
18 that, you know, if you can get another independent,
19 you know, body there.

20 MR. CLARKE: Yeah.

21 MR. CONRAD: You know, you used to have an
22 outside accounting firm that was another
23 independent and you don't have that anymore.

24 MR. CLARKE: Uh-huh.

25 MR. CONRAD: So -- but at the same time, you

1 strengthened your internal control with Dana coming
2 here as far as, you know, an in-house person.
3 So -- you know, but I think, you know, from the
4 standpoint of strengthening what you're doing from
5 an audit committee standpoint -- and I know it's
6 been discussed for quite some time, but that's
7 something where, you know, you have an outside
8 group that is focused on certain things, can ask
9 certain things, not just about the financial
10 statement numbers but also about risks, how are
11 risks being handled in the internal control.

12 CHAIRMAN OLSON: Okay.

13 MR. CONRAD: Yeah.

14 MR. CLARKE: Thank you.

15 MR. CONRAD: Anything else? Otherwise, I'd be
16 looking for approval of this, and then we'll be
17 looking to issue by tomorrow or the next day.

18 CHAIRMAN OLSON: Okay. Thanks.

19 MR. CONRAD: Thank you.

20 CHAIRMAN OLSON: Uh-huh.

21 Okay. Audit presentation, we don't -- do we
22 formally accept the audit, or how do we -- what do
23 we do?

24 MR. BLOCKER: Yes, sir.

25 CHAIRMAN OLSON: Okay. So looking for a

1 motion to formally accept the audit for the fiscal
2 year ending last October 1st -- 31st.

3 MR. CLARKE: I'll make a motion.

4 CHAIRMAN OLSON: Motion's been made.

5 Is there a second to that motion to accept the
6 audit for the period ending October 31st, 2022?

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

8 CHAIRMAN OLSON: Motion made and seconded.

9 All in favor, signify by saying "aye."

10 MR. CLARKE: Aye.

11 CHAIRMAN OLSON: Aye.

12 MS. LIOTTA: Aye.

13 MS. LUDLOW: Aye.

14 MS. CASH-CHAPMAN: Aye.

15 CHAIRMAN OLSON: Opposed?

16 (None.)

17 CHAIRMAN OLSON: No opposed. Motion carried.

18 Okay. Thank you again for coming --

19 MR. CONRAD: Thank you.

20 CHAIRMAN OLSON: -- and making the
21 presentation.

22 MR. BLOCKER: Mr. Chairman --

23 CHAIRMAN OLSON: Yes.

24 MR. BLOCKER: -- we just want to make sure we
25 make an opportunity for public comment.

1 CHAIRMAN OLSON: Oh, yes, on that.

2 Public comment on the audit for the -- last
3 year? This year's audit presentation, any public
4 comment?

5 (None.)

6 CHAIRMAN OLSON: Thank you. No public
7 comment.

8 So we're moving on to discussion --

9 MR. CLARKE: Can we have a five-minute or
10 two-minute recess?

11 CHAIRMAN OLSON: No.

12 MR. CLARKE: Okay. I'm going to excuse myself
13 for a minute to use the restroom.

14 CHAIRMAN OLSON: Oh, yes. Let's see. And we
15 need you to be present for this. So a --

16 MR. CLARKE: Two-minute recess.

17 CHAIRMAN OLSON: -- two-minute recess.

18 Two-minute recess.

19 (A recess was taken from 5:49 p.m. to
20 5:53 p.m.)

21 CHAIRMAN OLSON: Okay. Reconvening.

22 Reconvening. We're -- I've got a feedback on this.

23 MR. HARVEY: Push it back a little bit.

24 BOARD COMMITTEE DISCUSSION

25 CHAIRMAN OLSON: Okay. We're shifting to new

1 business. And the -- we've done the audit
2 presentation. We're going to discussion of the
3 committees. And we have the scopes of -- one, two,
4 three, four -- five. Five committees have been
5 scoped out. We have discussed the committee scopes
6 in, I believe, two previous meetings. Some of them
7 have been updated, new drafts for -- or tweaked
8 here and there.

9 How would the board like to discuss?
10 Individually each committee or discuss them as a
11 group and make comments on the ones we want to make
12 comment on or have questions?

13 We have a -- we have a board member that is
14 the -- has been the point of contact for advancing
15 each of these committee proposals. So I just open
16 it up for discussion. We can -- we can discuss
17 them individually or we can discuss the ones
18 that -- some of -- that have -- someone wants to
19 discuss further.

20 Again, we have had prior discussions of the
21 scopes. So...

22 MS. LUDLOW: I have a --

23 CHAIRMAN OLSON: Yes.

24 MS. LUDLOW: I think there was only one
25 committee that was -- that had any question about,

1 and that was --

2 MR. CLARKE: Policy?

3 MS. LUDLOW: Not against you, Jennifer.

4 MS. LIOTTA: It's fine.

5 MS. LUDLOW: You and Jennifer had a
6 discussion --

7 CHAIRMAN OLSON: Yes, we did. Yes.

8 MS. LUDLOW: -- about that committee.

9 CHAIRMAN OLSON: Yes.

10 MS. LUDLOW: The rest of our committees are
11 easy and -- I mean, I don't have a problem with
12 mine, safety risk management, except Sunshine Law,
13 because it's going to be hard for me to meet with
14 the fire chiefs and the TSA. And, you know, I know
15 I -- I'm going to need several of them to meet at a
16 time, so I don't want them to be -- I don't want to
17 have to publicize Sunshine Law. So as long as I'm
18 the only -- Jeremiah will help me with this. As
19 long as I'm the only board member meeting with
20 them, then I'm okay? I don't have to --

21 CHAIRMAN OLSON: Yes.

22 MS. LUDLOW: Because most of my things will be
23 individually or tiny groups or something. So I'm
24 totally happy with my new -- thank goodness. You
25 know, Jennifer cleaned it up for me. And --

1 CHAIRMAN OLSON: And, Ms. Ludlow, what you
2 just described really is a good way for people or
3 committee chairs to work to try to avoid
4 multiple -- you know, high volumes of committee
5 meetings that require all the Sunshine requirements
6 and counsel support and advertising and all of
7 that.

8 MS. LUDLOW: Right.

9 MS. CASH-CHAPMAN: And so you -- Mr. Olson,
10 you brought this up when we had our last meeting
11 about all of these, and I've really been thinking
12 about it more and more about not necessarily
13 having -- and I don't know if the wording would
14 change and it wouldn't be technically a committee
15 anymore, but if me as a community engagement
16 committee am trying to plan events and do things
17 like that, to not be able to call another committee
18 member and say, "Hey, let's move forward with
19 booking this whatever," that doesn't make sense to
20 me.

21 And so I'm now wondering if I shouldn't be
22 necessarily a committee but if the board would
23 maybe charge me as like the head liaison or
24 whatever for -- to hold community meetings and that
25 sort of a thing, if that's something that you're

1 comfortable with.

2 Again, I would stick pretty much to this but
3 maybe not necessarily a formal committee that would
4 require a court reporter and our staff members and
5 seven days' notice for me to say, "Yes, let's move
6 forward with -- those balloons look great. Let's
7 go for it," without subjecting everybody to the
8 Sunshine Law and e-mails and phone calls and that
9 sort of thing. I'm just not sure it makes sense
10 for my area, but I'm definitely open to some
11 feedback on that.

12 CHAIRMAN OLSON: I want to add to that.
13 Interesting you should be thinking that. I was
14 also thinking in terms of how we handled recently
15 the focus groups for the -- for the strategic
16 business plan. We had -- one was a bunch of
17 community people in, and we had -- we -- this board
18 agreed to have one -- we would limit to one board
19 member in those focus -- or observing those focus
20 groups. I mean, we could have participated, but
21 because of that, we didn't.

22 So you could definitely operate, I believe,
23 the way you describe and avoid a huge amount of
24 costs and staff support and other things for --
25 for -- for the work, and probably work more

1 efficiently, rather than the kind of things of
2 posting formal meetings.

3 The other really benefit that I thought of
4 when you were discussing the very important need of
5 more community engagement is that if we can avoid
6 some of the costs for a intricate and high volume
7 set of community meetings that are under Sunshine
8 and the staffing and all the other costs, we could
9 consider -- you know, that would -- one possibility
10 is allocating some of that savings to actually
11 refilling the public affairs position on our
12 airport staff, which would be an ideal person for
13 you to work with that could be your -- do the
14 legwork for many of the things that you, holding
15 that portfolio, might want to proceed, because some
16 of that could be a lot of administrative follow-up
17 work.

18 MS. CASH-CHAPMAN: Uh-huh. And most certainly
19 I'm sure it will be something that we consider when
20 we bring a new executive director on and we go
21 through those surveys for compensation, so...

22 CHAIRMAN OLSON: Yeah.

23 MS. CASH-CHAPMAN: But if the board's
24 comfortable with me not necessarily be a formal
25 committee and doing it as open meetings, then I'd

1 like to stick with that.

2 CHAIRMAN OLSON: Okay. Other discussion?

3 MR. CLARKE: I think it's a good idea.

4 MS. LIOTTA: Yeah, that's fine.

5 And just -- this might help speeds things up
6 tremendously. I looked at the comments that you
7 did for the policy committee, and I find them
8 completely fine. No issues there. So I don't have
9 any further discussion for any of the committee
10 scopes.

11 CHAIRMAN OLSON: Okay. Other -- discussion on
12 other --

13 MS. LUDLOW: I'm happy with mine. But what
14 about -- no. No other comment. I'm fine.

15 MR. CLARKE: I have just a general question.
16 Maybe it's more for counsel than anyone else. But
17 I don't necessarily think -- I believe that the
18 committees I proposed, the audit finance and the
19 master plan committee, I think they, because they
20 were already addressed -- we have a master plan.
21 We have -- you heard our CPA address the need -- or
22 the desirability of having, you know, close
23 oversight through the formation of an audit
24 committee, which is common in the government
25 business, but I don't necessarily think we need a

1 court reporter there. Is that true?

2 I mean, we're not -- if the committees are
3 making decisions and evaluating factual data and,
4 you know, constructing analysis and advising the
5 board, I mean, do we -- do we actually need a court
6 reporter there transcribing every sentence and
7 every -- you know, crossing every t, dotting
8 every i? Or can the committee take it upon itself
9 to summarize the deliberations and then deliver a
10 product to the board?

11 MR. BLOCKER: Sir, if you're meeting with --
12 if there are other board members -- I think an
13 example that was used earlier, if there's one board
14 member that's out engaging the public, that would
15 not necessarily fall under the Sunshine meeting
16 requirement because it would not be two members of
17 this board meeting.

18 MR. CLARKE: Okay.

19 MR. BLOCKER: Now, if there are two or more
20 members of this board that are coming together to
21 form a subcommittee, then you would want to make
22 sure that the meeting requirements in the Sunshine,
23 because really the Sunshine is two -- there are two
24 components. There are more components, but the two
25 big ones are the public record component that you

1 have to -- there's a public record that's created
2 and there's documentation that has -- the public
3 has to have access to it unless it falls under one
4 of the exceptions. But the others, if there's a
5 meeting and two -- two or more of you are coming
6 together for the purpose of a subcommittee, then we
7 would want to make sure all these components are in
8 place, and it is advisable to have a court
9 reporter.

10 MR. CLARKE: Okay. Okay.

11 MR. BLOCKER: That way, if there's questions,
12 there's a record for the minutes.

13 MR. CLARKE: Okay. All right. Well, that
14 answers the question.

15 MR. BLOCKER: And just to clarify, I think
16 what was -- what the board members indicated their
17 committee is, Ms. Ludlow and Ms. Cashman [sic], I
18 think those are a little bit different. If I
19 understand this correctly, this would be you all
20 going out into the community, you know, meeting,
21 maybe making some decisions on community
22 engagement. If there are no other board members
23 from this board that are participating in that,
24 then that is really just you acting independently
25 as board members. You may have other people in the

1 community you're engaging with, but then you're
2 reporting back to the board. Your e-mails would
3 still be -- obviously, your communications would
4 be, you know, open to the Sunshine, but as far as
5 the meeting requirement, that would not.

6 Yes, sir?

7 CHAIRMAN OLSON: Following up on what you
8 said, I just -- would they -- they would -- would
9 they have the ability, as we did with the master
10 planning or the strategic business planning process
11 just recently, be able to convene small groups that
12 were not necess- -- not part of the board and no
13 other board members but small groups to discuss
14 things like safety and community engagement without
15 having to have the Sunshine then? Because we did
16 that as focus groups with strategic planning work;
17 we convened and we made sure we only had -- I mean,
18 it was restricted to one board member in that
19 meeting.

20 MR. BLOCKER: So it depends, Mr. Chairman. If
21 the purpose of that committee or that board, even
22 if it's not made up of board members, is to advise
23 this board or to make recommendations, then that
24 could trigger Sunshine requirements. So as an
25 example, what -- and I'll use Ms. -- Board Member

1 Ludlow's example. She mentioned meeting with the
2 fire chief, meeting with the sheriff. There's no
3 requirement for those meetings to be made public.

4 CHAIRMAN OLSON: Yeah. Okay.

5 MR. BLOCKER: That is purely one board member
6 meeting. But if there's a committee that's formed,
7 a safety committee, and there's -- the sheriff is
8 sitting on it, there are other individuals who are
9 sitting on it, the purpose of that committee is to
10 make material recommendations to this board for
11 action, then that could potentially -- we'd need to
12 define it a little bit more, but that would
13 potentially turn --

14 CHAIRMAN OLSON: What if it's a group of
15 people to come together to plan an event that would
16 have a community connection?

17 MR. BLOCKER: Well, I think they could be
18 different. I think what was described -- and I
19 guess it would depend on the event, if this is, you
20 know, meetings or -- or they're special
21 remembrances or whatever, however that's defined, I
22 think that's a little bit different.

23 CHAIRMAN OLSON: Okay.

24 MR. BLOCKER: You can absolutely have a board
25 member and say "You're the liaison to special

1 events, a community engagement" --

2 CHAIRMAN OLSON: Okay.

3 MR. BLOCKER: -- and then that board member
4 can go and have those meetings.

5 CHAIRMAN OLSON: So another question then
6 related to fully understanding this.

7 MR. BLOCKER: Sure.

8 CHAIRMAN OLSON: If there's a committee, such
9 as the safety or community engagement committee,
10 I'll say -- if you don't mind, I'll use community
11 engagement -- that occasionally they may want to
12 have -- I don't know, they may want to work in the
13 way of -- informally, not as formal meetings, but
14 then maybe occasionally they may want to -- would
15 it be possible that the committee operates only
16 with the Sunshine requirement for meetings that
17 meet the key -- or meet the traits of a -- or the
18 profile of a meeting that would be required under
19 Sunshine?

20 MR. BLOCKER: So if I understand the question
21 correctly, there would be times where they would
22 meet, and if it met with the criteria of Sunshine,
23 then it would obviously fall under the Sunshine?

24 CHAIRMAN OLSON: Got it.

25 MR. BLOCKER: There are other times it would

1 not potentially meet that?

2 CHAIRMAN OLSON: Yeah. Yes.

3 MR. BLOCKER: You know, Mr. Chairman, I think
4 there's some caution that needs to be exercised
5 here because one of the things that Florida law
6 has -- the case law has shown is disfavor of trying
7 to get around Sunshine.

8 CHAIRMAN OLSON: Yeah. Yeah. Okay.

9 MR. BLOCKER: The idea is to operate in the
10 Sunshine. Florida being one of the more open --
11 Sunshine cures -- cures all -- all ailments is kind
12 of the thought process. So I think what might be
13 better -- because some of these committees, when
14 you look at -- you know, some truly seem --
15 community engagement where you're out there talking
16 to -- you know, setting up an event, you may not
17 need really any other engagement from other board
18 members and it really may not be truly a committee,
19 it may be really on a case-by-case basis.

20 CHAIRMAN OLSON: Meeting for coffee and --

21 MR. BLOCKER: Correct.

22 CHAIRMAN OLSON: Yeah.

23 MR. BLOCKER: Yes, sir. But when you're
24 talking about a potential finance committee or a
25 rule-making committee where there are going to be

1 recommendations made, even if there's just one
2 board member that's on there, if there are other
3 individuals on there that are making formal
4 recommendations that are being considered by this
5 board for the purposes of taking action, then that
6 could absolutely trigger a Sunshine requirement.

7 So the safest -- the safest really is always
8 to make sure, unless --

9 CHAIRMAN OLSON: Yeah.

10 MR. BLOCKER: -- it's the case that's been
11 described here earlier, the earlier examples, is to
12 make sure it's documented, to go through those
13 procedures, to notify the public, give them an
14 opportunity to come to weigh in. That way you're
15 covered. Does that --

16 CHAIRMAN OLSON: So as currently outlined, it
17 seemed, in the scope -- the current scopes, it
18 seems that the policy committee and the audit
19 committee and possibly the safety committee would
20 all be making recommendations back to this board.
21 So they would probably be -- whenever they met as a
22 group to do that, they would be under Sunshine?

23 MR. BLOCKER: That's correct. Unless --
24 unless -- as the example with Board Member Ludlow,
25 I think the way it was described is it would be her

1 meeting with different public officials.

2 CHAIRMAN OLSON: Yeah. Yeah.

3 MR. BLOCKER: They wouldn't meet as a
4 committee. It would be more meeting with the
5 sheriff, meeting with the fire. Now, if all of
6 them were formally meeting or coming together for a
7 discussion together, then I think that would
8 potentially -- there's some other considerations
9 there as well that would have to be vetted, but --

10 MS. LUDLOW: And you'll catch me up on that.
11 But the only time I think that, you know, my --
12 Sunshine Law would come into effect is, yes, I do
13 want the stakeholders involved. So at some point,
14 I will have a big meeting, and that's when totally,
15 you know, we want, you know, to have Sunshine Law
16 and do everything we need to there. But while I'm
17 compiling and my chairman, vice chairman, or, you
18 know, whomever, we're compiling all the information
19 before we -- to present to a stakeholder, and that
20 would be a big meeting, so, yes, I understand then
21 why we'd be liable for it. But other than that,
22 it's fact gathering and things like that, I think.

23 MR. BLOCKER: Absolutely, when you're
24 operating on your own going to meetings, but if
25 you -- let's say you had a public forum or you

1 wanted to have, you know, a workshop, then that's
2 probably where you would want -- especially if
3 other board members are there, but even if you have
4 other elected officials, you'd probably want to go
5 through the notice requirements, just to take this
6 precaution to make sure the public was fully
7 informed and understood, it was documented.

8 MS. LUDLOW: I agree.

9 CHAIRMAN OLSON: Okay. More discussion and --
10 I guess are we working toward a motion, or what are
11 we working toward?

12 MS. LIOTTA: Well, a point of clarification, I
13 suppose, is -- Ms. Cash-Chapman, are you wanting to
14 withdraw your charter for now or keep it where it
15 is?

16 MS. CASH-CHAPMAN: I think -- I think I should
17 withdraw it because -- so the three, like, main
18 subcommittees that I had under community engagement
19 were communication, events, and community outreach,
20 and I really think that I can do those without
21 holding like an open meeting every month and things
22 like that.

23 Like working through the wait list, I'm
24 meeting with people individually to see what their
25 wants and needs are, and that way I can formulate

1 something to present to everyone and say, "Here's
2 where we're at. Here's what people are thinking."
3 Or, "Hey, here's this opportunity for this event.
4 These are the people that have been involved in
5 it," and I can reach out to them without -- and,
6 you know, if there is a, you know, meeting that we
7 have to have as a group, I would make the
8 appropriate notifications and we could certainly do
9 it that way. But I think it would just be much
10 more efficient if I withdrew it for now if you guys
11 are still comfortable with me kind of taking on
12 those same tasks but more independently as opposed
13 to getting members for this committee and sitting
14 down with them on a regular basis.

15 Does that make sense?

16 CHAIRMAN OLSON: Uh-huh.

17 MS. LUDLOW: Okay. I'd like to say one thing
18 about that, please. And I love -- you know,
19 community engagement, I think that's wonderful.
20 And, you know, I think it's perfect that you, you
21 know, meet with everybody and line these wonderful
22 things up and -- we're really looking -- putting us
23 on the map, we're really looking forward to you
24 doing that.

25 If you start working on the wait list, that's

1 definitely board concern.

2 MS. CASH-CHAPMAN: Right. So when I say that,
3 I mean like we have this wait list. This person
4 Wants some -- a corporate hangar. "What are your
5 goals for that?" Right? And so now I know what
6 the goals are instead of a named corporate hangar.
7 I'm not doing anything with that except
8 understanding what people's wants and needs are.
9 I'm not asking for their recommendation for
10 anything. I'm not -- I just want to know "I see
11 your name on this list. What do you want?"

12 And I think any of us could reach out to that
13 person and say, "What would you like?" I think
14 some of you have done that to other people. You
15 know what people want from these hangars. I do
16 not. So the way I would get that information is to
17 reach out to them and say, "Hey, let's meet. What
18 do you want?" And now I know, so that when we do
19 have discussions moving forward, I know what people
20 have for expectations.

21 MS. LUDLOW: I think you might be getting
22 yourself in a really tenuous position, you know,
23 because then they're going to depend on you and
24 think you're going to influence the board, and you
25 cannot do that with the wait list.

1 MS. CASH-CHAPMAN: Well, I think I'm pretty --
2 I think I'm pretty clear when I meet with people
3 what the expectations are and what the purpose of
4 the meeting is. I don't think I've ever made a
5 promise. And like we've talked about in previous
6 meetings, that anytime I have a conversation or
7 meeting with someone, I usually follow it up with
8 an e-mail to that person so that we're all clear
9 and on the same page. And I think that -- and
10 correct me if I'm wrong, but I think that that
11 covers me.

12 MR. BLOCKER: Yes, ma'am, I think it does.

13 And just to kind of address the concerns here,
14 so as an example, the board delegated to Board
15 Member Liotta to work on the contract for the new
16 executive director. The board absolutely can
17 delegate and say, "We want, you know, one of the
18 board members" -- in this case, you, ma'am -- "to
19 go and to work and do engagement." Then you would
20 just report back at a time and place that's
21 determined by the chairman of the board to say,
22 "I've researched it. I've talked to these people.
23 Here's a report." So you would make that report.
24 And there's really no committee. It would just be
25 you as a board member. So I would describe that

1 more as an additional duty than a specific
2 committee that would be set up.

3 I understand that -- the concerns as well, but
4 that can be defined by the board. The board can
5 give very clear direction, say, "Hey, we want you
6 to go work on this piece."

7 Just like in the case with the offer letter,
8 there was clear direction that was given, board
9 member operated after being asked, and then brought
10 it back to the board. So you would not be acting
11 unilaterally. You would be acting at the behest of
12 the board.

13 The committees that we've talked about are a
14 little bit different. There'd be more, you know,
15 formal discussion and maybe a record kept of that,
16 so...

17 CHAIRMAN OLSON: Seems as though that we have
18 some committees that there's no question that they
19 would be operating under Sunshine, and they're
20 pretty much close -- they're close -- they're --
21 the scope, I believe, everyone agrees on for those
22 committees: The audit committee, the policy
23 committee. I'm not sure what category I'd put the
24 safety committee in right now, whether that would
25 be -- but if there are specific, I think -- I mean,

1 there's been an effort to try to set up or
2 establish a policy committee -- I mean, an audit
3 committee for a couple years here, and so -- and
4 the policy committee, I can see some policy
5 referral work happening fairly soon for a policy
6 committee.

7 I'm wondering whether we should -- we could
8 proceed with at least those two committees now, as
9 far as chartering them, and we could further
10 discuss or hear more from the portfolio holders for
11 the other things at a later meeting.

12 There's not a -- there's not as much -- I
13 think there's a lot of need to -- I mean, we can --
14 if we want to act on the policy and the audit
15 committee, they seem ready to go forward.

16 MR. CLARKE: I'll chime in on the master plan
17 committee, if I may.

18 CHAIRMAN OLSON: Okay.

19 MR. CLARKE: All right. Of course we have
20 a -- the master plan is somewhere north of
21 500 pages. It contains at least a hundred
22 recommendations for improvements, some of which are
23 safety related, some of which are, you know,
24 related to hangars and so forth. But the concept
25 was to avail ourselves to the expertise that's

1 already here on the field that you -- whether it's
2 our -- you know, the staff -- Mattie O'Toole, for
3 example, you know, he couldn't be a member, but he
4 could, you know, certainly contribute. But we have
5 a lot of either -- or both pilots and business
6 owners that would contribute and go through the
7 master plan, any recommendations. And I think we
8 could do it rather quickly and come back to the
9 board with, well, okay, we -- because it's never
10 been done as far as I can tell, you know, with the
11 other -- or previous meetings, and say, "Okay,
12 here's where we are. Let's update it." I don't
13 think that would consume a lot of time or even
14 staff resources except for the court reporter.

15 But I think that would also result in we're
16 going to get feedback from our stakeholders, and
17 they're going to say, "Okay. We -- yes, this is in
18 the master plan. We -- we agree that we don't need
19 to abandon Runway 220. That's a bad idea. So
20 let's strike that. But here's another idea that I
21 came up with, and so let's get that feedback."

22 So we really are not going to know the impact.
23 I'm concerned about the impact on the staff. I am
24 because I think we're stretched thin as it is. But
25 we're really not going to know what that impact is

1 until we come back and look at the recommendations
2 or the report from the committees that suggest the
3 need for additional staff resources, particularly
4 the audit committee because they're going to come
5 up with a list and they're going to say, "I want a
6 list of 12 different things, you know, out of
7 files." Well, that doesn't happen magically. That
8 has to -- someone has to do that.

9 So I think we -- the safety, audit, master
10 plan, and policy committee, we can pass them, and
11 then -- but we don't have to launch into a -- you
12 know, launch the rocket. They don't have to be
13 done immediately. We put the structure in place
14 and get them going, and then they're going to
15 evolve. That's my suggestion.

16 MS. LIOTTA: I don't think any of these
17 committees are going to be four meetings a month
18 right away. You know, I think it's going to take a
19 long time for them to get a cadence, so...

20 CHAIRMAN OLSON: Yeah. Okay.

21 MS. LIOTTA: And we'll be able to get a good
22 sense of what kind of --

23 CHAIRMAN OLSON: Is the master plan
24 committee -- as you said just now: Evolved? Is
25 it -- is it sufficiently generally stated so it can

1 evolve? Because some of these scopes have been
2 rather specific the way they've been drafted.

3 MR. CLARKE: I believe so.

4 CHAIRMAN OLSON: Okay. Okay.

5 MR. CLARKE: I mean, you know, then the
6 other -- the other item we made sure that we put in
7 there is that the committee can evaluate its own --
8 its own charter and come back and say, "Well, yeah,
9 this was a good idea a year ago, but it's not such
10 a good idea now. And, by the way, we missed
11 another large component. Let's come back."

12 CHAIRMAN OLSON: Okay.

13 MR. CLARKE: There's nothing to say these are
14 cast in stone. So...

15 CHAIRMAN OLSON: Okay. Well, I think
16 preserving staff time and using staff time
17 prudently and acting in a way that does, it's
18 really important. I started listing -- in fact,
19 one of the suggestions I was going to make is that
20 we consider actually delaying formal committees
21 that require Sunshine support until our treasurer
22 can get with our new executive director and look at
23 the budget implications in terms of our -- it will
24 be a very important thing for our next director to
25 formulate the next budget for this. And it's got

1 to be presented -- it's going to the formal
2 hearings by, I believe, August, so it's got to be
3 brought through the board and -- to meet that.

4 And just looking at -- and I don't want to get
5 us off topic, but some of the things that will have
6 to be considered for the next -- the '23/'24 budget
7 is -- in addition to support for any committees
8 that are intents under Sunshine, is the proposal
9 for a CFO staff position added to our staff,
10 refilling the vacant community government affairs
11 position, increase legal support fees because this
12 board is meeting twice as frequently, and because
13 of other needs relative to, again, these committees
14 and we -- our legal team is experiencing a lot more
15 hourly work than has been -- would have been
16 anticipated if you draw from the experience of the
17 prior years.

18 We have -- this is not an operating expense;
19 it's a capital expense, but it's one that appears
20 to have been delayed. We have a pressing need for
21 a major new equipment addition to our flight
22 control tower that -- our ATC manager's not here
23 today, but apparently it's becoming a very pressing
24 need. I don't know if the safety committee has
25 burrowed into this, but this is, I think, something

1 the safety committee absolutely needs to look at.

2 MS. LUDLOW: Okay. And he wants to be very
3 involved. He has already contacted me.

4 CHAIRMAN OLSON: Okay. Good.

5 And then we need to look at whether we --
6 because we'll have a challenge for T-hangar
7 financing because those grants will be
8 insufficient, especially given the new cost
9 estimates we're seeing for T-hangar construction,
10 we'll have to be looking at our budget for
11 supplemental revenue for any -- for options that
12 may be -- we may need to explore for financing a
13 larger portion of the Authority's share in T-hangar
14 construction.

15 So those are some of the things that I think
16 are important considerations for our next budget.
17 And, again, I hope that our treasurer and next
18 executive director will give a lot of attention to
19 that because it seems necessary and it seems
20 necessary to do before the new budget process
21 starts -- has to start happening.

22 So, anyway, that's -- that was my concern in
23 thinking about the committees at this point.

24 MR. ROBERTS: Mr. Chairman?

25 CHAIRMAN OLSON: Yes.

1 MR. ROBERTS: May I just chime in?

2 On whatever -- on whatever time schedule the
3 board obviously thinks is appropriate, I would just
4 chime in on my lane -- on my wish list would be the
5 master planning committee and the policies
6 committee. I can see great benefit to at least
7 getting the logistics set up for those committees
8 as promptly as the board was comfortable with,
9 consistent with whatever other policy concerns you
10 have. But those two items I think the board will
11 get great benefit from.

12 MR. BLOCKER: Also, Mr. Chairman, it's
13 important, you know, staff is going to support this
14 board. So if the board feels that there are
15 committees that need to be put in place -- all
16 these committees make sense, whether it's
17 designating a liaison -- this board is coming in
18 with some energy and focus. And there's a lot of
19 work to be done. So staff is going to support
20 whatever this board wants to get through.

21 Obviously, we need to work through some
22 things. We talked through some things today. We
23 need to make sure staff's taken care of. But I
24 don't want you or the board to feel hampered by
25 that because we will -- we can adjust and make this

1 work.

2 If -- you know, if all these committees are
3 meeting, you know, once a week, I think that's
4 going to be challenging, but some of this, I think,
5 we can work through and figure out. And the tempo
6 may ebb and flow. I can imagine the audit
7 committee, you know, there could be a ebb and a
8 flow to that. So we can -- we can adjust. There's
9 a lot of work here, but I think we can --

10 CHAIRMAN OLSON: Absolutely. My point was
11 that the context in which we plan the added support
12 cost for committee work needs to be part of the
13 overall budgeting for the coming year. And
14 that's -- that's really important because I think
15 we can all -- if -- I'm absolutely confident that
16 we do not have -- we've stretched our staff to the
17 point that we can't support it without staff
18 additions, and that's -- adds to the costs and is a
19 budget indication.

20 MR. BLOCKER: Of course, yes.

21 CHAIRMAN OLSON: Okay.

22 MS. LIOTTA: And I think some committees, as
23 you pointed out before, will have a bigger impact
24 than others on staff time.

25 CHAIRMAN OLSON: Yeah.

1 MS. LIOTTA: I can see, like you said, audit
2 committee having to pull specific records, specific
3 contracts, get ledger information. That's much
4 more intensive than perhaps a safety committee or
5 policy where you're, you know, working from a
6 document or you're working from --

7 MS. LUDLOW: Sure.

8 MS. LIOTTA: And that's not as time intensive.
9 So the court reporting, that's -- that's easy to
10 figure out, you know, but I think the -- there will
11 be a variability in some of the others.

12 I'd like to see them all approved today,
13 actually, because I think it will take some time to
14 plan them, set them up, think about it. It's not
15 going to be a day-one issue. And it will help us
16 lay some of that groundwork so that it's there when
17 the -- when we've got a new executive director or
18 something comes up that the board wants to have a
19 specific committee start looking at.

20 CHAIRMAN OLSON: Okay. Is there someone
21 prepared to make a motion to move this forward?

22 MR. CLARKE: Maybe we should hear from our
23 counsel as to the proposed airport committee
24 formation resolution. Is that -- that's in the
25 agenda. Is that -- it was drafted by our previous

1 counsel.

2 MR. BLOCKER: Yes, sir, this is -- this is --
3 if the board wants to, this is -- would be simple.
4 Yes, sir.

5 MS. LIOTTA: I think the only change might be
6 if it refers to the --

7 MR. CLARKE: Community engagement.

8 MS. LIOTTA: -- community engagement, that
9 would just be, you know -- but I think otherwise --
10 do we need to do public comment first before we --

11 CHAIRMAN OLSON: We don't have anyone signed
12 up for public comment under this --

13 MS. LIOTTA: Okay.

14 CHAIRMAN OLSON: -- under committees.

15 MS. CASH-CHAPMAN: Yep, we have one.

16 MR. CLARKE: Mr. Gorman --

17 CHAIRMAN OLSON: I don't have one.

18 Oh, no, we have -- you're making a general
19 public -- you're at the end of the meeting, right,
20 Mr. Gorman? Or did you wish to comment
21 specifically on these committees we're talking
22 about?

23 MR. GORMAN: One simple comment.

24 CHAIRMAN OLSON: Okay. You're not -- you're
25 not -- come and --

1 MS. LUDLOW: Only you, Jack.

2 MR. GORMAN: Just a couple of comments.

3 CHAIRMAN OLSON: The mike's not on, is it?

4 MR. HARVEY: It is.

5 MR. GORMAN: It's on?

6 MR. HARVEY: It's on.

7 CHAIRMAN OLSON: Oh, okay. Okay.

8 MR. GORMAN: Jack Gorman, 795 Stokes Landing
9 Road.

10 Will the committee member list be published to
11 the public?

12 And will the committee member times of -- and
13 where they meet be published to the public?

14 And my last question, are all the board
15 meetings advertised? Aren't all board meetings
16 advertised right now except for shade?

17 MS. LUDLOW: (Nods head.)

18 MS. HOLLINGSWORTH: Yes, sir, they are.

19 MS. LUDLOW: Cindy does it.

20 CHAIRMAN OLSON: And I believe the answer to
21 your first question is any committees that would be
22 under Sunshine, which would be most of the formal
23 committee meetings or all of the ones that meet
24 formally, would be noticed in advance and comply
25 with the days' advance notice for the meetings.

1 And we -- we -- we notice those meetings in the
2 St. Augustine Record as well as the airport
3 website. And they're also discussed -- or the
4 dates of them are discussed at board meetings. So
5 three ways that people know about them, I guess.

6 MR. GORMAN: Thank you.

7 CHAIRMAN OLSON: Okay. So we have the
8 resolution. I guess that's the motion, if someone
9 wants to make a motion about the resolution.

10 MS. LIOTTA: I make a motion that we accept
11 the draft resolution for the charters with the
12 exception of removing reference to the community
13 engagement committee.

14 MS. LUDLOW: (Nods head.)

15 CHAIRMAN OLSON: Motion's been made to adopt
16 Resolution 2023-02 with the exception of the
17 proposed community engagement as a committee. So
18 it would be authorizing policy committee, audit
19 committee, master plan committee, and risk
20 management committee.

21 Motion has been made and seconded. We will do
22 that vote alphabetically.

23 Ms. Cash-Chapman --

24 MS. CASH-CHAPMAN: Aye.

25 CHAIRMAN OLSON: -- is a yes.

1 Mr. Clarke --

2 MR. CLARKE: Aye.

3 CHAIRMAN OLSON: -- is a yes.

4 Ms. Liotta --

5 MS. LIOTTA: Yes.

6 CHAIRMAN OLSON: -- is yes.

7 Ms. Ludlow?

8 MS. LUDLOW: Yes.

9 CHAIRMAN OLSON: And Ms. Ludlow is a yes and
10 Mr. Olson is a yes.

11 Motion carried. Okay.

12 MR. BLOCKER: Excuse me, Mr. Chairman, just to
13 clarify.

14 Board Member, did you second? I just want to
15 make sure for the record we had it clear who the
16 second --

17 MS. LUDLOW: Did we have a second?

18 MS. CASH-CHAPMAN: I thought you said you did.

19 CHAIRMAN OLSON: I thought --

20 MS. LUDLOW: I did. I did.

21 MR. BLOCKER: Is that clear for -- thank you.

22 PUBLIC COMMENT - GENERAL

23 CHAIRMAN OLSON: Okay. So we're at general
24 public comment.

25 Mr. Gorman, did you want to make a general

1 public comment?

2 MS. LIOTTA: I have -- I'm sorry. Can I --

3 MR. GORMAN: I will -- I'll rescind that right
4 now. I think that's -- what I said was sufficient.

5 CHAIRMAN OLSON: Oh, okay.

6 MS. LIOTTA: I have a minor housekeeping for
7 clarification.

8 CHAIRMAN OLSON: Oh, sure. Go ahead.

9 MS. LIOTTA: I'm sorry, guys.

10 The -- for the offer letter, we approved it,
11 but then there was some subsequent discussion and
12 we got information from our counsel about not using
13 the word "bonus," so I think I'm going to, unless
14 there's an objection, just keep with the language
15 of "relocation expense" --

16 CHAIRMAN OLSON: Relocation, yes.

17 MS. LIOTTA: -- "reimbursement" --

18 CHAIRMAN OLSON: Yes.

19 MS. LIOTTA: -- and not use the word "bonus"?

20 CHAIRMAN OLSON: Yes. Yes.

21 MS. LIOTTA: Okay.

22 CHAIRMAN OLSON: Okay. General public
23 comment. And we have Mr. Gorman down for general
24 public comment.

25 Did you wish to make --

1 MR. GORMAN: No. I just said -- I thought you
2 referred to that. No. What I've said is
3 sufficient. Thank you.

4 CHAIRMAN OLSON: Okay. Thank you.
5 Any other general public comments?

6 (None.)

7 MEMBER COMMENTS AND REPORTS

8 CHAIRMAN OLSON: Not seeing any other general
9 public comments, member comments?

10 Ms. Cash-Chapman?

11 MS. CASH-CHAPMAN: None myself.

12 CHAIRMAN OLSON: Mr. Clarke?

13 MR. CLARKE: Oh, I just -- you know, with
14 respect to announcing the committees, is it
15 customary to issue a press release? I'm asking.

16 It's not?

17 MR. HARVEY: No.

18 MR. CLARKE: Is that advisable?

19 MR. BLOCKER: It's completely up to the board.
20 That might be something that you all want to notify
21 the public. It's completely the board's
22 discretion.

23 MR. CLARKE: I just want to put that on the
24 table for our discussion.

25 CHAIRMAN OLSON: Okay. Okay.

1 MS. LUDLOW: Are you saying should we notify
2 the public that we have formed these committees?

3 MR. CLARKE: Well, that would be -- one way to
4 notify the public would be to do that.

5 MS. LUDLOW: Okay.

6 MR. CLARKE: I mean, I think a press release
7 is -- is -- I don't know how often it's been used
8 in the past, but it's a common method of
9 announcing, you know, developments, you know,
10 positive or --

11 MS. LUDLOW: We have the media here.

12 MR. CLARKE: Yeah.

13 CHAIRMAN OLSON: That's right, we do.

14 MR. CLARKE: There you go.

15 CHAIRMAN OLSON: You can just -- in fact, I
16 think you just made it, haven't you?

17 MR. CLARKE: All right. I didn't --

18 MS. LUDLOW: Ms. Liotta, did you have any
19 other comments?

20 MS. LIOTTA: No.

21 CHAIRMAN OLSON: Okay. Ms. Ludlow?

22 MS. LUDLOW: No. Great meeting,

23 Chairman Olson.

24 CHAIRMAN OLSON: Okay. I have nothing more.

25 So meeting is adjourned.

(Meeting was adjourned at 6:35 p.m.)

CERTIFICATE OF REPORTER

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STATE OF FLORIDA)
)
COUNTY OF ST. JOHNS)

I, Melissa Schroeder, Registered Professional Reporter, certify that I was authorized to and did stenographically report the foregoing proceedings; and that the transcript is a true and complete record of my stenographic notes.

I further certify that I am not a relative, employee, attorney, or counsel of any of the parties, nor am I a relative or employee of any of the parties' attorney or counsel connected with the action, nor am I financially interested in the action.

DATED this 23rd day of March, 2023, in
St. Johns County, Florida.

Melissa Schroeder
Melissa Schroeder,
Registered Professional Reporter

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