

ST. JOHNS AIRPORT AUTHORITY

Regular Meeting

held in The Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Monday, January 9, 2023

from 4:01 p.m. to 6:34 p.m.

* * * * *

BOARD MEMBERS PRESENT:

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

* * * * *

ALSO PRESENT:

DOUGLAS N. BURNETT, Esquire, St. Johns Law Group,
104 Sea Grove Main Street, St. Augustine, FL, 32080,
Attorney for Airport Authority.

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

* * * * *

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

2 MR. WUELLNER: Good evening, everyone. Please
3 allow me to welcome you to our organizational and
4 first meeting of the latest edition of the
5 St. Johns County Airport Authority.

6 Allow me to add congratulations and welcome to
7 our newest members and all their family and guests
8 who might be in attendance today to witness their
9 swearing in. And with that, I'll let Doug
10 introduce and we'll get our members -- new members
11 sworn in.

12 MR. BURNETT: Thank you.

13 MR. OLSON: Oh, do we need to do the Pledge?

14 MR. WUELLNER: We can do -- we can do the
15 Pledge, first, yes.

16 MR. OLSON: Excuse me.

17 (Pledge of Allegiance.)

18 OATH OF OFFICE

19 MR. WUELLNER: Members and all, if I could get
20 you to kind of just slide your chairs down a little
21 bit while we do each of the swear-ins. You can go
22 either direction; just got to get you out from --

23 MS. LUDLOW: It's going to be in the middle --

24 MR. WUELLNER: -- the --

25 MS. LUDLOW: -- of the flags.

1 MS. LIOTTA: Oh, I see that.

2 MS. LUDLOW: You guys are going to stand in
3 the middle of the flags.

4 MR. BURNETT: While we're doing that, let me
5 introduce Judge Chris Ferebee.

6 Judge Chris Ferebee was appointed to the bench
7 in 19 -- excuse me, that's funny -- 2018. And
8 Judge Ferebee before that was one of the top
9 prosecutors, not just in our county but in the
10 circuit, in Putnam County and in St. Johns County,
11 over all kinds of felonies, big-time cases, and was
12 appointed. The big thing to note for tonight, I
13 guess, is he's a University of Georgia grad, so
14 "Go Dawgs." And so --

15 JUDGE FEREBEE: I'm a little bit proud of
16 it --

17 MS. LUDLOW: Go Gators.

18 JUDGE FEREBEE: There we go.

19 MR. BURNETT: And with that, I'll turn it over
20 to Judge Ferebee. Typically you get an "All rise,"
21 but, Judge, if you would take over.

22 JUDGE FEREBEE: First off, thank you, Doug,
23 and thank you all for having me. I'm honored to be
24 doing this today.

25 Do I have, let's see, Michelle Chapman?

1 MS. CASH-CHAPMAN: Yes.

2 JUDGE FEREBEE: That's you. Dennis Clarke?

3 MR. CLARKE: Here.

4 JUDGE FEREBEE: Right there. And Jennifer
5 Liotta?

6 MS. LIOTTA: (Indicates.)

7 JUDGE FEREBEE: All right. Congratulations,
8 first off. So I guess we're going to do this all
9 at once. Is that how y'all want to do it? So if
10 y'all could just kind of line up somewhere right
11 here. And I'll try to go slowly and not read off
12 too much at one time so you don't have to repeat
13 too much of it at once. The one I had to do was
14 about this long, so...

15 All right. If you would each raise your right
16 hands.

17 (Oath administered collectively.)

18 JUDGE FEREBEE: All right. Congratulations.

19 MR. CLARKE: Thank you.

20 MS. LUDLOW: Judge Ferebee, would you stand so
21 that they can get --

22 JUDGE FEREBEE: Sure. Where do you want me?

23 MS. LUDLOW: You guys first and then we'll
24 join.

25 MR. HARVEY: All right. One, two, three.

1 MS. LUDLOW: Anybody else want these pictures?

2 MR. WUELLNER: We'll take a couple of minute
3 break and let you guys get photos. And
4 congratulations --

5 MR. BURNETT: Family and friends.

6 MR. WUELLNER: -- and reconvene here in just a
7 few minutes.

8 (Pause in the proceedings.)

9 JUDGE FEREBEE: Y'all have a great night.

10 OFFICER & COMMITTEE SELECTIONS

11 MR. WUELLNER: All right. The first order of
12 business for the Airport Authority is we have
13 really -- is to elect the new chairman for the
14 coming year.

15 Members, you each -- out of tradition, each of
16 you have one vote for that position. We currently
17 have two individuals who have indicated interest in
18 that position. In the event after the first round
19 vote if some reason someone is not a clear majority
20 winner, we will drop the lowest number of
21 vote-getter out of the mix and revote until we have
22 a chairman somewhere along the line.

23 Two members who have indicated interest are
24 Robert Olson and Reba Ludlow. Are there any other
25 nominations or interest that might be interested in

1 that position?

2 (None.)

3 MR. WUELLNER: Hearing none, I'll just go from
4 left to right in the -- on the sheet we have up on
5 the...

6 So, all of those in favor of Robert Olson as
7 chairman, raise your hand or indicate -- and
8 indicate by aye.

9 MS. LIOTTA: Aye.

10 MS. CASH-CHAPMAN: Aye.

11 MR. OLSON: (Indicates.)

12 MR. WUELLNER: Three. We have three votes.
13 That effectively we have two -- for Reba, we have
14 how many?

15 MR. CLARKE: (Indicates.)

16 MS. LUDLOW: Two.

17 MR. WUELLNER: Two? Two, thank you.

18 So the majority voting for Robert Olson, I
19 would declare him the new chairman. And with that,
20 we'll turn over the gavel and the meeting to
21 Mr. Olson and he will pick up the agenda at this
22 point.

23 CHAIRMAN OLSON: Okay. So proceeding under
24 the agenda, we have another officer to select,
25 secretary-treasurer. And we have one board member,

1 Mr. Clarke, who has expressed interest in that
2 position.

3 Are there any other board members that have --
4 want to put their name in nomination or are there
5 any other nominations?

6 (None.)

7 CHAIRMAN OLSON: Seeing none, we will vote on
8 Mr. -- on secretary-treasurer. All in favor of
9 Mr. Clarke, raise their hand.

10 MS. LUDLOW: (Indicates.)

11 MS. LIOTTA: (Indicates.)

12 MS. CASH-CHAPMAN: (Indicates.)

13 MR. CLARKE: (Indicates.)

14 CHAIRMAN OLSON: (Indicates.)

15 Looks like a landslide for Mr. Clarke. He is
16 our new secretary-treasurer.

17 The next item are committee selections, and I
18 guess I -- let me mention something. I'm
19 wondering, and I'm just throwing out for discussion
20 to our board, whether we want to act on these
21 committees now or do we want to have a more
22 detailed discussion about our committee structure
23 and who -- how we should allocate leadership of
24 those committees.

25 So, we could either go ahead and now and do

1 these -- actually, more -- most of them are
2 assignments and contacts with other external groups
3 such as Economic Development.

4 So I just throw that out. If there's
5 anyone -- anyone that wants to speak to that, we
6 could do that now or we could simply proceed as has
7 been done in the past to look at interest and do
8 matchups with this.

9 MS. LIOTTA: I think maybe there were -- on
10 the agenda later on, there was adding new
11 committees. Maybe we'd go through that process now
12 and that might help figure out who's doing these
13 existing committees.

14 CHAIRMAN OLSON: Okay. Let's see. I'm
15 looking at that down at the --

16 MS. CASH-CHAPMAN: Do you think it would be --

17 CHAIRMAN OLSON: Where is that? I'm not --

18 MS. LUDLOW: It's down with the committees.
19 It's on the next page.

20 CHAIRMAN OLSON: Oh, I'm sorry.

21 MS. LUDLOW: Yeah, it's right here.

22 CHAIRMAN OLSON: Okay. Next page.

23 MS. LUDLOW: Yeah, this page here. This is
24 what she's talking about. This.

25 CHAIRMAN OLSON: Yeah, I have that chart.

1 MS. LUDLOW: But she's saying if you want to
2 talk about the committees before --

3 MS. LIOTTA: Well, maybe I'm misremembering if
4 it was on this --

5 MS. CASH-CHAPMAN: No --

6 MS. LIOTTA: -- specific agenda.

7 MS. CASH-CHAPMAN: -- it's on.

8 MS. LIOTTA: It is? Okay.

9 MR. WUELLNER: It is. It's under the
10 organizational items.

11 CHAIRMAN OLSON: Oh, okay. Sorry.

12 MR. WUELLNER: It's actually under the
13 "Other," so it's not very clear on the agenda
14 itself.

15 CHAIRMAN OLSON: Oh, it's under other topic of
16 interest --

17 MR. WUELLNER: Yes.

18 CHAIRMAN OLSON: -- topics of interest.

19 Okay. We could do that and then loop back to
20 acting on board designations as shown on the chart.
21 So, I don't see a list as to suggested committees.
22 I know in the past there's been suggestions about a
23 finance audit committee, but I don't see that in my
24 materials.

25 MS. LUDLOW: This is (inaudible.)

1 (Court reporter interruption.)

2 MS. HOLLINGSWORTH: We can't hear you, Reba.

3 CHAIRMAN OLSON: This is what's on the chart,
4 Reba. This is what's on this chart.

5 MS. LUDLOW: Yes.

6 MS. LIOTTA: Yeah. Well, I don't think the
7 specific proposed committees show up in the agenda
8 or on this chart, which just has the existing ones,
9 so I think we just need to maybe make motions for
10 potentially new ones and discuss it and see if the
11 group wants to add those or not.

12 CHAIRMAN OLSON: Okay.

13 MS. LIOTTA: So I can -- I can get started, if
14 you want me to. I would make a motion to establish
15 a policy committee and -- if we want to discuss
16 that.

17 In my mind, that's someone -- I'd be willing
18 to chair that, unless someone else wants to, to go
19 to -- to do regular reviews of our policies. In
20 speaking with staff, you know, that was a positive
21 thing when I talked to Ed. He was mentioning that
22 some of the policies, they sit for a while. It
23 would be good to get reviews, get input from, you
24 know, the affected stakeholders and staff and see
25 if it's still working and come back to the group

1 with proposals. I know in the last -- over the
2 last year, you know, it took five meetings to go
3 over the -- the meeting room policy --

4 CHAIRMAN OLSON: Yeah.

5 MS. LIOTTA: -- and it might be much more
6 effective to delegate that --

7 CHAIRMAN OLSON: Yes.

8 MS. LIOTTA: -- down and then have something
9 come back to the larger group.

10 CHAIRMAN OLSON: Okay. I -- let me just
11 further to -- and the -- there are different ways
12 committees of boards have been handled specifically
13 at airports. And one is that it's a -- a committee
14 that is structured -- these are Florida airports
15 with more than one board member, and therefore
16 those committee meetings are handled as public
17 meetings under open meeting -- all the open meeting
18 materials.

19 And is that the way you are suggesting the
20 policy committee? Or are you suggesting that there
21 be a point person on our board that works on the
22 policy issues with whomever that does not -- does
23 not meet the requirements of open meetings but
24 comes back and reports back?

25 And I guess examples of that are ad hoc right

1 now, the board has designated a specific board
2 member to look into something in more detail and
3 then come back and report to the board on action.
4 So those are the two.

5 But I ask that now because I think if we're
6 going to be setting up committees, we need to
7 either decide is this -- are these committees going
8 to have one designated board member to work the
9 issue as outside in a -- or are we going to have
10 formalized -- a formalized committee that would be
11 handled in a more formal way with presumably
12 certainly more staff support just for logistically
13 managing it?

14 MS. LIOTTA: I think at least initially, I
15 wasn't -- I was thinking of it as the committee
16 with one board member or maybe an alternative, and
17 then when there are -- but also other members that
18 are not board members that might be community
19 stakeholders, other people that are giving input,
20 and then that I think is a minimum of
21 administrative burden. But you can also have an
22 alternative.

23 So if there's going to be an open meeting to
24 talk to community members about a particular
25 policy, for example, just one board member would be

1 there, but there might be someone who could serve
2 as an alternate, you know, something like that.

3 CHAIRMAN OLSON: Okay. Yeah, I mean,
4 certainly administratively that would be easier to
5 handle --

6 MS. LIOTTA: Yeah. And the --

7 CHAIRMAN OLSON: -- and logistically.

8 MS. LIOTTA: -- work would be coming back to
9 the full board for approval. So I'm not sure of
10 having all the other stuff on the --

11 CHAIRMAN OLSON: Okay.

12 MS. LIOTTA: -- you know, making it very
13 formal as much.

14 CHAIRMAN OLSON: Okay. So we have a policy
15 committee with expressed interest from Board Member
16 Liotta. Do we want to have -- work a full list of
17 committees and then act on it as a board? Would
18 that be best?

19 MR. CLARKE: Mr. Chairman, if I may, I've
20 drafted charters for two committees, an audit and
21 operational committee and a master planning
22 committee. And my intention was to introduce
23 the -- or circulate those charters, those draft
24 charters, for the next meeting so that they'll be
25 available for -- for study and review and they'll

1 be a part of the -- be available to the public.

2 And the audit committee would consist of -- I
3 believe I have three members of the board plus
4 members of the public. They would have to have
5 public meetings. It would exclude the treasurer
6 position.

7 The master planning committee would be -- have
8 one member of the board and members of the
9 community, and they would, you know, review the
10 master plan and any -- any technical plans that are
11 pertinent to the airport.

12 CHAIRMAN OLSON: Okay.

13 MR. CLARKE: But I'll -- you know, I wanted to
14 wait until next month, and I -- I spoke to Ed,
15 Mr. Wuellner, about -- about the issue and we
16 decided -- I decided to wait till next month to --
17 so we wouldn't be dwelling on all that detail at
18 this meeting.

19 CHAIRMAN OLSON: Okay. So again, just to be
20 clear, an audit committee --

21 MR. CLARKE: Yeah, audit committee --

22 CHAIRMAN OLSON: -- that would have multiple
23 board members --

24 MR. CLARKE: That's right. And again, it's in
25 draft, so it's -- it's open for discussion.

1 CHAIRMAN OLSON: And a master plan committee.

2 MR. CLARKE: A master plan committee, right.

3 CHAIRMAN OLSON: Are there other ideas about
4 committees, since we're listing?

5 MS. CASH-CHAPMAN: I was hoping that we could
6 implement a community engagement committee.

7 CHAIRMAN OLSON: Oh, yeah.

8 MS. CASH-CHAPMAN: I know that that's
9 something that a lot of us kind of ran with in our
10 campaigns, that we wanted to engage our community
11 on various levels. So I think a committee to help
12 see that through would be --

13 MS. LUDLOW: What kind of --

14 MS. CASH-CHAPMAN: -- beneficial. A community
15 engagement.

16 MS. LUDLOW: Oh.

17 CHAIRMAN OLSON: And the other thing air --
18 several airport authorities have is a committee
19 that handles or oversees or works with the board on
20 procurement contracts.

21 But in -- in many ways, that's a broad issue,
22 because the procurement of legal services contract
23 can be very different from procurement of a -- of a
24 contract for site management or whatever.

25 So, I mean, I'm not -- do we want to act on

1 these committees today or do we want to have point
2 people -- I'm sorry. We're getting a signal from
3 our counsel. Did you want to say something, Doug?

4 MR. BURNETT: Mr. Chairman, if I might.

5 You may not want to act on this today, and the
6 reason for that is some of these proposed
7 committees may implicate the Sunshine Law and be
8 required to every meeting of the committee be
9 governed by the Sunshine Law.

10 CHAIRMAN OLSON: Yes.

11 MR. BURNETT: And I'm not sure whether that's
12 the board's intent or not, and so I'm bringing that
13 to your attention.

14 I guess the item related to committee
15 appointments, it says committees, but it's really a
16 liaison to the different organizations. I
17 understand you may want to form committees as well
18 separate from appointing folks to these different
19 organizations, but as far as the committees, you
20 may actually want to have some time to scope what
21 the committee would do, who would be on the
22 committee, and then whether or not it's going to be
23 governed by the Sunshine Law. Because that may or
24 may not impact the board's decision on whether or
25 not to have the committee or how the committee's

1 going to function.

2 CHAIRMAN OLSON: That's sort of what I was
3 thinking, that we're laying out areas of interest,
4 and -- and recognizing that we need -- we have a
5 bunch of things that need attention going forward
6 and that there's a -- there would be a point
7 person, a board member working that, and that it
8 might be ideal to do a -- a mission statement or
9 a -- something to describe in more detail what that
10 committee does and how it operates, and then come
11 back for board ratification.

12 So I'm -- I'm thinking that we can memorialize
13 it by again going back today and suggest -- suggest
14 that we go back and again list -- relist the
15 committees that have been mentioned and the point
16 people that have expressed interest in them and
17 then ask those point people, board point people, to
18 come back at the next -- at a next meeting and --
19 with a more detailed prospectus for each of these.

20 MS. LIOTTA: Can I suggest maybe a slightly
21 different approach to that?

22 My concern is that if we just say we'll talk
23 about it the next month, we'll get to the next
24 month and it will take another month to get to the
25 next step, and things take --

1 CHAIRMAN OLSON: That's happened.

2 MS. LIOTTA: -- quite a while.

3 So I think a suggestion I would have is maybe
4 we can make it a plan to do the work you suggest,
5 but give ourselves an internal deadline of maybe a
6 week to get that done, the scoping, the
7 descriptions, so that it can be reviewed by counsel
8 to know if it implicates Sunshine so that when we
9 convene at our next meeting, we can actually vote
10 on it.

11 CHAIRMAN OLSON: That sounds -- that sounds
12 good, a very efficient way to go forward. And then
13 the other benefit is that it -- all can go to
14 Doug/Ed and then they can be aggregated and sent
15 out to the board from administration to -- prior to
16 the meeting, so everyone can see what each
17 committee is going to -- is being proposed.

18 So again, we have -- we have -- policy
19 committee, we have Ms. Liotta. We have -- audit
20 committee, we have Mr. Clarke. We have the
21 master plan committee, Mr. Clarke; is that right?
22 You want to --

23 MR. CLARKE: Yeah, I can draft charters.

24 CHAIRMAN OLSON: Okay. And then we have
25 community engagement, Ms. Chapman -- Cash Chapman.

1 Okay.

2 MR. WUELLNER: And if I could, we haven't made
3 much progress on risk management. Maybe we could
4 do the same exercise, just to get that documented
5 or memorialized.

6 CHAIRMAN OLSON: That can't be folded into any
7 of the others or does it -- would it be --

8 MR. WUELLNER: Sure. You've established that
9 committee, but what you don't haven't is a written
10 directive of what it is and how it's constituted.

11 CHAIRMAN OLSON: Or do -- nor do we have an
12 assigned board member.

13 MR. WUELLNER: Right. At this moment.

14 CHAIRMAN OLSON: Okay. So, this being I think
15 memorialized enough for just general consensus, if
16 that's how we're going to proceed, so with what we
17 just discussed, so it's been suggested that within
18 a week from today, that these individual
19 descriptions are provided to Ed and Doug, and
20 then -- for review, aggregation, and back to the
21 board in advance of the next meeting.

22 Okay. So we're going back to the chart. And
23 there are a number of things, and -- here, and
24 Ms. Ludlow has volunteered for all of them. Is
25 that --

1 MS. LUDLOW: I -- I only said I would fill in
2 as an alternate for -- if somebody needs a primary
3 or somebody needs an alternate, that's -- that's
4 fine. I was -- I felt like at least I was familiar
5 with them.

6 CHAIRMAN OLSON: Well --

7 MS. LUDLOW: The ones I'm interested in really
8 are TPO and of course I have my safety committee.

9 CHAIRMAN OLSON: Okay.

10 MS. LUDLOW: So --

11 CHAIRMAN OLSON: Those are the two that -- TPO
12 primary and the safety committee, that -- is that
13 listed? That's not listed.

14 MS. LUDLOW: Yes, it is. It's called risk
15 management.

16 CHAIRMAN OLSON: Oh, risk management. Okay.
17 Okay. Good. And have you scoped that? Have you
18 provided a descrip- -- do we have a mission
19 statement for risk management?

20 MS. LUDLOW: No, we haven't had a meeting.

21 CHAIRMAN OLSON: Oh, okay. But it would be
22 good --

23 MS. LUDLOW: Yeah, I have a charter for it.

24 CHAIRMAN OLSON: Okay. It would be good to
25 just put that in the mix with the other committees.

1 MS. LUDLOW: Oh, yes. Oh, yes, yes. I do, I
2 already have the charter and everything. We just
3 have -- it wasn't on the -- to be talked about
4 today.

5 CHAIRMAN OLSON: Okay. So we have
6 assignment -- we have Ms. Ludlow down for that. We
7 now have -- we have Aerospace Academy. Who handled
8 that on the old board? Was that --

9 MS. LUDLOW: Me.

10 CHAIRMAN OLSON: That was you. Okay.
11 Interest in -- and you have expressed interest in
12 the Aerospace Academy. Any other interest in
13 Aerospace Academy?

14 MR. WUELLNER: If I can just clarify. These
15 are liaison positions, not actual committees of the
16 Authority.

17 CHAIRMAN OLSON: Yes, yes. So liaison to
18 Aerospace Academy, is there an alternate or a
19 volunteer for Aerospace Academy?

20 MS. CASH-CHAPMAN: I didn't mark it. I had
21 originally put a primary, but I'm happy to be the
22 alternate for that. It doesn't --

23 CHAIRMAN OLSON: Okay. Ms. Cash-Chapman --

24 MS. LUDLOW: Did you put down for it?

25 MS. CASH-CHAPMAN: I put down on primary, but

1 I don't mind --

2 MS. LUDLOW: Oh, she wants to be primary.

3 MS. CASH-CHAPMAN: But I don't mind bouncing
4 down to alternate if there isn't an alternate.

5 MS. LUDLOW: Then I can be alternate.

6 MS. CASH-CHAPMAN: It doesn't matter to me.

7 MS. LUDLOW: I don't mind.

8 CHAIRMAN OLSON: So -- okay. Does that
9 sound --

10 MS. CASH-CHAPMAN: Sure.

11 CHAIRMAN OLSON: So Ms. Cash-Chapman being
12 primary and Ms. Ludlow being alternate.

13 MS. LUDLOW: Okay.

14 CHAIRMAN OLSON: Okay. Economic Development.
15 Okay. We have two -- well, we have Ms. Liotta to
16 be -- proposing to be an alternate and we have
17 Ms. Ludlow primary. Am I reading this chart
18 correctly? And Mr. Clarke.

19 MS. LUDLOW: These aren't -- this doesn't jive
20 with my paper.

21 MS. LIOTTA: So, Reba, if I'm understanding
22 you right, you're saying you would prefer to be
23 primary on TPO and risk management and only
24 alternates on the others if needed?

25 MS. LUDLOW: It -- I -- I did that because I

1 wasn't sure what everyone would want. So I will be
2 a primary or an alternate in any. I know I want
3 the risk management. And -- and -- well, mine only
4 says for Economic Development is Robert Olson
5 and -- and Reba Ludlow as primary.

6 MS. LIOTTA: And Dennis.

7 MS. CASH-CHAPMAN: It does.

8 MS. LUDLOW: It isn't?

9 MR. WUELLNER: There are actually three listed
10 under --

11 MS. LUDLOW: Oh, I'm sorry. And Dennis. So
12 that's three, yes. Is that the same thing? Okay.
13 Okay.

14 CHAIRMAN OLSON: So, again,
15 Economic Development, we need a -- a primary and an
16 alternate for Economic Development. And that is --
17 I guess the main thing is the Economic Development
18 breakfasts, quarterly breakfasts, are covered by
19 this individual who reports back.

20 It -- it may involve -- I don't know. Is
21 there a board position on Economic Development?
22 There's a subgroup in the Chamber Economic
23 Development. I think they have an advisory board.
24 I'm not sure whether in the past anyone served on
25 that. I was a primary at one point for

1 Economic Development.

2 So, what is -- what is the -- who wishes to be
3 primary and who wishes to be alternate for
4 Economic Development?

5 MR. CLARKE: You afflicted yourself --

6 MS. LIOTTA: Yeah.

7 MR. CLARKE: -- Mr. Chairman, so why don't you
8 take that.

9 CHAIRMAN OLSON: I will happily take that.

10 MR. CLARKE: Okay.

11 CHAIRMAN OLSON: Okay. Okay. And the
12 alternate, who wants to be who is alternate? I
13 mean, I think any board member that wants to attend
14 those breakfasts, you just call Cindy and she'll
15 register you for them. They're quarterly and many
16 of them are really good.

17 MS. LIOTTA: I can be alternate on that.

18 CHAIRMAN OLSON: Okay. Ms. Liotta, alternate
19 for Economic Development.

20 Okay. I think have we -- we finished all of
21 this now? Okay.

22 MS. LUDLOW: Who is my alternate?

23 MR. WUELLNER: TPO.

24 MS. LUDLOW: TPO alternate is Dennis, Reba and
25 Dennis. Reba primary, Dennis. It looks like

1 that's all.

2 MS. LIOTTA: But we need somebody to be TPO
3 alternate. I don't see any --

4 MS. LUDLOW: I thought he put Dennis -- I
5 thought Dennis did that.

6 MR. CLARKE: I'll do that.

7 MS. LIOTTA: Okay.

8 MS. LUDLOW: Yes.

9 MR. WUELLNER: Reba is primary?

10 CHAIRMAN OLSON: Okay. And Cindy says she has
11 kept track of all our discussion just now.

12 MS. LUDLOW: Okay. I need an alternate for
13 risk management.

14 MS. CASH-CHAPMAN: I'm happy to do that.

15 MS. LUDLOW: You're going to do -- Michelle's
16 going to do that.

17 CHAIRMAN OLSON: Okay.

18 MS. CASH-CHAPMAN: Unless Jennifer's doing
19 that.

20 CHAIRMAN OLSON: Okay.

21 MS. LIOTTA: What?

22 MS. CASH-CHAPMAN: The safety.

23 MS. LIOTTA: Yeah, no.

24 MR. WUELLNER: Okay.

25 CHAIRMAN OLSON: Okay. We've gotten through

1 that.

2 MR. BURNETT: Mr. Chairman, if I might, can --
3 can we -- can someone read back who the primary and
4 alternate is? Ms. Hollingsworth, do you have that
5 ability?

6 MS. HOLLINGSWORTH: Chairman, Robert Olson.
7 Secretary-Treasurer, Dennis Clarke.
8 Aerospace Academy primary, Michelle Chapman;
9 alternate, Reba Ludlow. Economic Development
10 primary, Robert Olson; alternate, Jennifer Liotta.
11 TPO primary, Reba Ludlow; alternate, Dennis Clarke.
12 Risk management primary, Reba, and alternate,
13 Ms. Chapman.

14 MR. BURNETT: Can we get a motion and a second
15 to adopt that as stated by staff?

16 MS. LIOTTA: I so move --

17 MR. CLARKE: Move.

18 MS. LIOTTA: I second.

19 CHAIRMAN OLSON: Okay. It's been moved and
20 seconded to adopt or -- yes, I guess adopt the
21 assignments that have just been listed and worked
22 through. All in favor?

23 MS. LUDLOW: Aye.

24 MS. LIOTTA: Aye.

25 MS. CASH-CHAPMAN: Aye.

1 MR. CLARKE: Aye.

2 CHAIRMAN OLSON: Aye. Opposed?

3 (None.)

4 CHAIRMAN OLSON: Okay. Good.

5 Okay. Next item is old business, update on
6 the strategic plan. Oh.

7 MR. WUELLNER: I think you actually have quite
8 a few other items.

9 CHAIRMAN OLSON: Wait. We're through
10 organizational items, right?

11 MR. WUELLNER: No.

12 MS. LIOTTA: Huh-uh.

13 MS. CASH-CHAPMAN: Huh-uh. Just the first
14 one.

15 MS. LUDLOW: You're working off the front
16 page.

17 MR. WUELLNER: We're working off our meeting
18 schedule.

19 CHAIRMAN OLSON: I'm not sure I have the right
20 materials in front of me.

21 MS. HOLLINGSWORTH: Here's --

22 CHAIRMAN OLSON: Yes. And where are they?
23 Oh, you have them on a separate page. These are
24 the list. Okay. Okay. So we're at -- we're at
25 workshops now?

1 Okay. Monthly meetings, workshops, regular
2 meeting, business meetings dates and times. Okay.
3 So we're -- I guess we have to have a discussion
4 about how we're going to proceed with all of these
5 items.

6 Workshops, in our board procedures manual,
7 workshops are described as to how they re -- how
8 they differ from special meetings, and I think that
9 probably the most important thing right now is
10 recognizing that this is only an organizational
11 meeting today and we have a number of matters that
12 this board wants to delve into immediately without
13 delay, is the matter of scheduling a -- a board
14 meeting or a workshop.

15 So I have -- we're open -- I'm open to -- or
16 we need to open up for suggestions on how we
17 proceed. I think the desire is to have a meet --
18 another meeting of a substantive nature in this
19 month, and I think -- I hope everyone's brought
20 their calendars.

21 MS. LUDLOW: Can I have my other paper back?

22 CHAIRMAN OLSON: Your other paper?

23 MS. LUDLOW: Yeah, that one.

24 CHAIRMAN OLSON: Sorry.

25 MS. LUDLOW: Mine's in order. That's okay.

1 Gotcha.

2 CHAIRMAN OLSON: So, cutting to the chase, we
3 want our next convening to be a board meeting where
4 we can take action. So it would be under the
5 definition of a special board meeting.

6 And just to start out, as far as availability
7 and looking at dates, I don't have any availability
8 next week, but I'm very available the rest of the
9 month. So anything -- or I guess we technically
10 could have another meeting -- no, we have a -- we
11 have an announ- -- we have a notice period for
12 meetings, and that is how many days for regular --
13 for a special board meeting, what -- what's the
14 notice period?

15 MR. WUELLNER: Special or regular?

16 CHAIRMAN OLSON: Well, this wouldn't meet the
17 definition of regular. It'd --

18 MR. WUELLNER: You're talking about at least a
19 week.

20 CHAIRMAN OLSON: -- be the definition of a
21 special board meeting, as per the policy -- the
22 manual.

23 MR. WUELLNER: Well, you -- to clarify, you
24 can have as many regular meetings as you wish.
25 Special meetings only deal with single --

1 CHAIRMAN OLSON: Oh, okay.

2 MR. WUELLNER: -- or proposed topics specific.

3 CHAIRMAN OLSON: Okay. Another regular
4 meeting. Okay. What's the advance notice time for
5 that?

6 MR. WUELLNER: It's still at least a week.

7 CHAIRMAN OLSON: A week. So we'd be looking
8 at the 23rd. Anything starting Monday the 23rd
9 onward if we want it in January, that would be any
10 time between the 23rd -- including the 23rd through
11 the 31st. Availability?

12 MS. LIOTTA: Unfortunately I'm out the week of
13 the 23rd, so I think that between you and me, that
14 narrows it down to the 30th and the 31st to still
15 make it in January.

16 CHAIRMAN OLSON: Other availability on the
17 30th and 31st? I think it's important that we have
18 a full -- a full board at this meeting. Other
19 availability?

20 MR. CLARKE: Mr. Chairman, I'd like to suggest
21 we have these -- some of these meetings at in the
22 morning, 9 a.m., if that's okay. I'm available --

23 CHAIRMAN OLSON: I'm a --

24 MR. CLARKE: -- on the 30th.

25 CHAIRMAN OLSON: -- morning person. I'd like

1 that, too.

2 MS. LUDLOW: And they don't have to be Monday.

3 CHAIRMAN OLSON: No, they don't have to be
4 Monday. So -- but just starting out looking at the
5 30th and 31st and say 9:00 in the morning, how are
6 people fixed for that?

7 MS. LUDLOW: 10:00, maybe?

8 CHAIRMAN OLSON: I'll bring you some coffee,
9 Reba.

10 MS. LUDLOW: That's not going to help.

11 MS. LIOTTA: I could do either of those
12 dates --

13 CHAIRMAN OLSON: Okay.

14 MS. LIOTTA: -- and times.

15 MS. CASH-CHAPMAN: As could I.

16 CHAIRMAN OLSON: Can we -- can we set 9 a.m.
17 on the 30th?

18 MS. LIOTTA: Yeah.

19 CHAIRMAN OLSON: Monday the 30th at 9 a.m.?
20 And shall we block out three hours for that? I
21 mean, not knowing how long it will take us, but --

22 MR. CLARKE: Sure.

23 CHAIRMAN OLSON: And we need a -- we would
24 need -- for the notice, we need an agenda for that
25 meeting to be distributed how far in advance?

1 MR. WUELLNER: We -- we can do the meeting
2 notice without the agenda, but we need the agenda
3 out there a full week ahead.

4 CHAIRMAN OLSON: So we need the agenda by the
5 23rd. Is that what you're saying, a week a --

6 MR. WUELLNER: At the latest, yes. You --

7 CHAIRMAN OLSON: Well, we'll be -- actually, I
8 think that's our next step here, to work up -- to
9 work up the agenda that we want to address on
10 the -- on the 30th.

11 MR. WUELLNER: And to clarify, you are doing a
12 regular meeting, right?

13 CHAIRMAN OLSON: Regular because it's not a
14 workshop and because we have more than one item on
15 the agenda, presumably.

16 MR. WUELLNER: Maybe I wasn't as clear as I
17 could be, but a special meeting, you can do
18 multiple topics, you just can only do the topics
19 you've advertised.

20 CHAIRMAN OLSON: Oh.

21 MR. WUELLNER: So you have to stay on that --
22 that limited agenda.

23 CHAIRMAN OLSON: Okay. So regular, we can go
24 off topic. Okay. Sounds more flexible.

25 MR. WUELLNER: I guess that's a way of

1 characterizing it.

2 CHAIRMAN OLSON: Okay. Just adding more
3 detail to the path forward, then, what would be --
4 can we have suggested items for the agenda for the
5 30th?

6 MS. LIOTTA: Can I ask a question?

7 CHAIRMAN OLSON: Yeah.

8 MS. LIOTTA: We seem to have gotten right into
9 the agenda for today, but in looking through the
10 meetings and conduct, it talk -- it had a
11 discussion about a board member comment period, and
12 that's when people have an option to make a motion
13 to add something to the existing agenda, and I
14 don't think we did that here.

15 CHAIRMAN OLSON: No, we haven't gotten to that
16 yet --

17 MS. LIOTTA: So is that coming later?

18 CHAIRMAN OLSON: -- because that's usually at
19 the --

20 MS. LIOTTA: Because we're going through the
21 agenda now, so I'm confused we --

22 CHAIRMAN OLSON: Board comments are usually at
23 the end of the --

24 MS. LIOTTA: Okay. Well, if we're doing that
25 later, okay.

1 CHAIRMAN OLSON: Member comments and reports
2 right before adjournment.

3 MS. LIOTTA: Okay. So it's kind of tacking
4 stuff on to the end of the meeting rather than --

5 MS. LUDLOW: (Inaudible) --

6 MS. LIOTTA: -- adding it at the end. Okay.

7 MS. LUDLOW: -- board discussion.

8 (Inaudible.)

9 MR. BURNETT: Excuse me. Ms. Ludlow?
10 Ms. Ludlow? It's got to be on the record.
11 Ms. Ludlow?

12 (Court reporter interruption.)

13 MR. WUELLNER: Reba?

14 MR. BURNETT: Ms. Ludlow?

15 MS. LUDLOW: Oh, sorry.

16 MR. BURNETT: It's got to be on the record.

17 CHAIRMAN OLSON: Yes. Whatever you're telling
18 me, you have to put it in the mic.

19 MS. LUDLOW: Oh. Oh, I'm sorry.

20 What I was -- was showing Bob, that at the
21 bottom of the pages on the agenda, it does say
22 board discussion, public comment, and motion on the
23 pages that need that. So that -- I was just
24 bringing him up to snuff. I got him -- he had too
25 many papers.

1 CHAIRMAN OLSON: I do, and I apologize.

2 MS. LIOTTA: Okay. So sorry I seem to maybe
3 have drug us off topic, but going back to your
4 earlier question, things to add to the agenda for
5 the -- into the next meeting, I think we need to
6 add the attorney RFP.

7 CHAIRMAN OLSON: Yes, I've got -- yeah, RFP.
8 Yep.

9 We also have the matter of -- we have a
10 construction contract that needs to be addressed
11 that is a million dollars over budget, the bids.
12 So we have that. And I think there's a time limit
13 on that, so that is called -- that is the terminal
14 entrance road.

15 And presumably we will have some analytic
16 report from the engineers and staff on options for
17 how we handle that, plus detail as to -- more as to
18 discussion -- description of what the details of
19 the issue are and then options for going forward.
20 So we have that. Other --

21 MS. LIOTTA: The committee charters, I know we
22 were planning that for the next meeting, so...

23 CHAIRMAN OLSON: Yes. Other items for that
24 December -- that January 30th meeting at this
25 point?

1 I guess we don't have another opportunity to
2 talk as a -- as a board about what we want on that
3 agenda beyond this meeting, so if there are any
4 other suggestions at this point, it would be good
5 to know what they are.

6 MS. LIOTTA: Well, I think there's items, but
7 if they're -- that might be added to this meeting,
8 but if they don't get discussed, they might be
9 added to the next agenda. So it's a little bit
10 tricky to suggest something for the end of the
11 month that people might want to talk about now.

12 CHAIRMAN OLSON: Okay. So, we don't I think
13 need to act -- formally act on this, I don't
14 believe. We're simply listing things and then
15 anything else that needs to be listed could be part
16 of board comment period at the end. Does that make
17 sense? I mean, I'm not sure how else we handle
18 that if there are other things that will occur that
19 should be on --

20 MS. LIOTTA: Well, I guess we can -- I'm sorry
21 to interrupt -- put something on that -- on that
22 list for January 30th, but if someone makes a
23 motion to add it to this meeting and during the
24 member comment we deal with it, we can just drop it
25 from January 30th.

1 CHAIRMAN OLSON: Okay. Okay.

2 MS. LIOTTA: But otherwise, it's there for the
3 30th.

4 CHAIRMAN OLSON: Okay. So we're -- we're
5 ready to go on to --

6 MR. WUELLNER: Well, ordinarily you'd set a
7 regular meeting schedule looking out months beyond
8 that. Do you have a feel for a particular day of
9 the week and a week of the month that might be
10 helpful to get -- we really need to publish a
11 yearly schedule, even if we change it --

12 CHAIRMAN OLSON: Yeah.

13 MR. WUELLNER: -- but we need to put something
14 out there.

15 CHAIRMAN OLSON: We have the -- we have the
16 typical -- it's usually the second month in the
17 Monday at 4 p.m.

18 MR. WUELLNER: Well, historically it's been
19 the third Monday at 4 p.m., but that schedule has
20 always been problematic at the first part of the
21 year because it sits right over two holidays.

22 CHAIRMAN OLSON: Yeah, President's Day --

23 MR. WUELLNER: So really it can be any day of
24 the week and any week of the month for a regular
25 schedule, and then you can supplement or add

1 additional meetings as you wish and change those
2 for -- as a matter of practicality.

3 CHAIRMAN OLSON: Would it be best for staff to
4 propose a full year of schedule and have the board
5 look at it --

6 MR. WUELLNER: We can do that.

7 CHAIRMAN OLSON: -- to see whether -- I mean,
8 I guess the more fundamental thing and before that
9 happens would be if there's something more basic
10 that we want to adjust in the -- in the meetings.
11 I mean, the board has been meeting at 4 p.m.
12 Mr. Clarke likes morning meetings. I guess there's
13 nothing in our charter or bylaws that says we can't
14 change the pattern.

15 So -- but if -- barring any of that input now,
16 I guess we -- I think the simplest way is to ask
17 staff to propose a full schedule based on the
18 pattern that we've been month -- for monthly
19 meetings at the pattern we've been meeting at, and
20 then presumably if there are needs for board
21 meetings -- more board meetings, we would add them
22 as they -- as the needs arise. Does that make
23 sense?

24 MR. CLARKE: I'd like to suggest that we meet
25 on the second Monday of the month with the

1 exception of February, which is President's Day
2 weekend or other -- excuse me, February 13 is not.
3 February 20th, which is the third Monday is
4 President's Day.

5 After that, the way I'm looking at my calendar
6 and they are all -- they're non-holidays. The only
7 other one that's close is Columbus Day in October,
8 but that's October 9th. Columbus Day would be the
9 following Monday.

10 MS. LIOTTA: I also think we should consider
11 regularly scheduled twice a month meetings.

12 MR. CLARKE: A workshop?

13 MS. LIOTTA: You know, if -- we can always
14 change them. I don't see a huge benefit to
15 scheduling something as a workshop as opposed to a
16 regular meeting, because if you schedule it as a
17 workshop, it still has to be on the record but then
18 you can't actually vote on anything. So it seems
19 like you're doing all the setup and then limiting
20 what the board can get done.

21 MR. CLARKE: How about the second and the
22 fourth Mondays?

23 MS. LIOTTA: And --

24 CHAIRMAN OLSON: More discussion on the two
25 questions -- or the basic question of two board

1 meetings per month for I guess the balance of 2023?

2 Any more discussion on that -- on that suggestion?

3 (None.)

4 CHAIRMAN OLSON: Does no discussion mean that
5 sounds like a good idea?

6 MR. CLARKE: Yes.

7 MS. LIOTTA: Yes.

8 MS. CASH-CHAPMAN: Yes.

9 CHAIRMAN OLSON: Okay. So should we make that
10 the second and fourth Mondays? Should that be a
11 good pattern, second and fourth Mondays, to avoid a
12 holiday?

13 MS. LIOTTA: And maybe we can ask staff to
14 scope that out and if something happens to hit on a
15 long weekend --

16 CHAIRMAN OLSON: Yeah.

17 MS. LIOTTA: -- or something --

18 CHAIRMAN OLSON: Yeah.

19 MS. LIOTTA: -- we can look at shifting
20 particular dates.

21 CHAIRMAN OLSON: And any -- should they be
22 discussion as to whether 4 p.m. is still a great
23 time or -- or a morning meeting in lieu a late
24 afternoon meeting?

25 MS. LUDLOW: I think 4 p.m. is wonderful.

1 MR. CLARKE: How about an alternating morning
2 and afternoon, one at 4:00 and one at 9:00?

3 CHAIRMAN OLSON: Okay. That won't confuse
4 anyone?

5 MR. BURNETT: The only --

6 CHAIRMAN OLSON: You won't have people showing
7 up at 4 p.m. on a day that it's supposed to be at
8 9:00 and vice versa?

9 MR. BURNETT: Mr. Chairman, if I might.

10 CHAIRMAN OLSON: Yes.

11 MR. BURNETT: Alternating time periods -- I
12 get the second and the -- the first and the second
13 Monday. Alternating time periods I'd strongly
14 recommend against because it's very difficult for
15 the public to follow and you may have a situation
16 where they came in the afternoon instead of the
17 morning out of confusion --

18 CHAIRMAN OLSON: Yeah.

19 MR. BURNETT: -- and missed things and then
20 you wind up with complaints related to that. You
21 could probably avoid unnecessary grief by not doing
22 it, respectfully. I understand if you have a
23 special meeting or you do --

24 CHAIRMAN OLSON: Right.

25 MR. BURNETT: -- a meeting on one occasion

1 here or there for a different time period because
2 that's what you need to do.

3 CHAIRMAN OLSON: Okay.

4 MR. BURNETT: Maybe even one of the members
5 has a schedule that doesn't fit so you need to
6 change to the morning --

7 CHAIRMAN OLSON: Okay.

8 MR. BURNETT: -- but I would advise --

9 CHAIRMAN OLSON: Okay.

10 MR. BURNETT: -- against doing that -- or I'd
11 caution you against doing that.

12 CHAIRMAN OLSON: Well, it appears there's a
13 consensus on the pattern and frequency, so do we
14 need to have further discussion on the exact -- on
15 the time or should we keep the 4 p.m.?

16 MR. CLARKE: 4 p.m.

17 CHAIRMAN OLSON: Okay. So, if -- based on
18 that, if staff would produce a schedule for review
19 and concurrence at the next meeting, board meeting,
20 that would be good.

21 MR. CLARKE: So for December, that's
22 Christmas Day, is the fourth Monday.

23 CHAIRMAN OLSON: So we'll hold -- perfect.

24 MR. CLARKE: So let's not even schedule it.

25 CHAIRMAN OLSON: Okay.

1 MS. LIOTTA: And with the exception -- but
2 understanding that the June -- the 30th of January,
3 this next meeting, will be at 9 a.m.

4 CHAIRMAN OLSON: Yes.

5 MS. LIOTTA: Okay.

6 MS. LUDLOW: I thought we weren't changing it.

7 MR. WUELLNER: Future ones are all at 4:00,
8 you said?

9 MS. LUDLOW: I thought they were all at 4:00.

10 MS. CASH-CHAPMAN: Just this last one.

11 MS. LUDLOW: Okay.

12 MS. CASH-CHAPMAN: Just the -- but moving
13 forward --

14 MS. LUDLOW: Okay.

15 MS. LIOTTA: We probably don't want a
16 three-hour meeting starting at 4 p.m.

17 MS. CASH-CHAPMAN: Right.

18 CHAIRMAN OLSON: We've had those. Okay. So
19 moving along --

20 MS. LIOTTA: Did we finish up the agenda for
21 June -- for the January 30th?

22 CHAIRMAN OLSON: I --

23 MS. CASH-CHAPMAN: I think we said we were
24 going to wait and see what we got to --

25 MS. LIOTTA: Well --

1 MS. CASH-CHAPMAN: -- because we moved --

2 CHAIRMAN OLSON: We have -- we have three
3 items --

4 MS. LIOTTA: Okay.

5 CHAIRMAN OLSON: -- that have been listed. We
6 observed that if at the end of the meeting,
7 still -- still convene, it would be possible --

8 MS. LIOTTA: Okay. We'll keep the list open.

9 CHAIRMAN OLSON: -- to add an initial item.

10 MS. LIOTTA: All right. We'll keep the list
11 open as we go. Okay. Got it.

12 CHAIRMAN OLSON: So, agenda format changes,
13 what do we -- what is that?

14 MR. WUELLNER: Really just to make sure that
15 like the order of things, what's on the -- how it's
16 made up, is still what you want to do. It's an
17 opportunity to make adjustments should you want
18 something different.

19 CHAIRMAN OLSON: Okay. I guess, having served
20 on this board for just briefly two years, I mean --
21 I mean, we're all sort -- we're all new, actually,
22 relatively new.

23 I guess I'd throw out just for discussion
24 whether we have our general public comment at the
25 beginning of board meetings rather than the end.

1 And the reason I say that is a lot of public bodies
2 do that. With a published agenda in advance, it
3 gives someone the opportunity to come in and speak
4 to something that they see on the agenda and share
5 their thoughts about it in their three minutes
6 before the board delves into the agenda. Just
7 throw that out.

8 Currently, we have general public comments at
9 the end of the meeting. The downside there is the
10 board has already acted on everything. So that's
11 the way we -- that's the current format the way I
12 understand we've been operating the last two years.

13 MR. CLARKE: Mr. Chairman, the board I
14 recently served on, we had two comment periods, one
15 at the beginning and one after. And that worked
16 very well because people were able to, as you said,
17 comment on what was published, the published
18 agenda.

19 CHAIRMAN OLSON: Was -- in that -- was there
20 also comments after --

21 MR. CLARKE: At the end.

22 CHAIRMAN OLSON: -- each action or related to
23 each action?

24 MR. CLARKE: No, no. One at -- one at the
25 beginning of the meeting and one at --

1 CHAIRMAN OLSON: You know, that would be
2 better than -- I guess a better way to organize
3 than what we've been doing.

4 We've been, I believe, as I recall in the
5 last -- in the meetings, we've had public comment
6 for each item prior to the board taking final
7 action on it. So, that would be a bit of the
8 change, but it actually sounds -- sounds good.
9 Other comments on the suggestion that Mr. Clarke
10 just made?

11 MS. LIOTTA: Well, I don't -- I would never,
12 you know, say that we should take away people's
13 opportunity to comment and give the board feedback.
14 So having it at the beginning certainly sounds
15 good and the public knows we're about to consider
16 something and gives some general thoughts on it.
17 But I don't like the idea of taking away the
18 comment before the vote, because there could be
19 inter- -- very very relevant feedback on specific
20 things that have been talked about before the board
21 acts. And if we take that away, we're depriving
22 both the public and the board of the opportunity
23 to -- to share that information.

24 CHAIRMAN OLSON: So, seems if we have three
25 public comment -- I mean, if we have a pattern

1 where we have what -- what you suggested, we have
2 to think about how long our boards meetings are
3 going to last.

4 Because, as you say, very useful things come
5 forward from public comment. But there's a lot of
6 repetition, also, and it can really extend board
7 meetings and actually be burdensome for both
8 someone who is attending the meeting and is
9 interested in a specific item as well as board
10 members. Doug?

11 MR. BURNETT: Mr. Chairman, if I might. Just
12 to explain I guess from a practical standpoint, you
13 can certainly do what you want as far as the
14 beginning or the end.

15 What I think you will find, if you allow
16 public comment at the beginning of the meeting,
17 what you oftentimes will hear -- have is someone
18 will get up during public comment at the beginning
19 of the meeting and they are interested in agenda
20 item number 2, T-hangar leases. They will get up
21 during the general public comment at the beginning
22 and say, Here's my opinion about the T-hangar
23 leases. And you tell them, Well, that's on agenda
24 item number 2, but they go ahead and tell you what
25 they want to say.

1 So your problem is, is when you do that, you
2 don't get it contemporaneous with the item. And
3 so, by having the public comment on each item right
4 before the vote, in some items, it's absolutely
5 required by Florida law -- that's a whole other
6 issue. But generally you allow general public
7 comment for each item that goes forward. And then
8 you have the public comment at the end as sort of
9 the catchall.

10 CHAIRMAN OLSON: Yeah, yeah.

11 MR. BURNETT: Because you have the agenda
12 items where a person can get up and speak about
13 each individual item, and then at the end if
14 there's something else that's lingering that wasn't
15 on the agenda, then they can raise it and you can
16 either take it under advisement or address it if
17 you so choose.

18 CHAIRMAN OLSON: Good points, Mr. Burnett.

19 So it looks like, I mean, based on the logic
20 that was shared with us, it looks like it probably
21 is best to keep our current pattern. Any other
22 thoughts?

23 (None.)

24 CHAIRMAN OLSON: Okay. So we're at other
25 topics of interest. Something -- what is that?

1 MR. WUELLNER: Anything that's on
2 Authority Members' minds relatives to
3 organizational. That was the intent.

4 CHAIRMAN OLSON: Any other topics of interest?

5 MS. LIOTTA: I don't know that we need to add
6 it to a format, make it very formal, but one thing
7 that I've sort of seen over time just, you know,
8 coming to board meetings and watching, is I think
9 part of it was the tempo of meetings, things taking
10 a month, people kind of -- you sort of overhear
11 comments now and then, What happened to that? You
12 know, it's like the time goes by, people kind of
13 forget what the status was.

14 So, potentially for certain items, we may
15 consider just delegating among ourselves someone to
16 be the point person following up with staff to be
17 able to keep track of it in between meetings, if we
18 feel that's necessary. That might be something
19 helpful for us to consider doing.

20 CHAIRMAN OLSON: Yeah, and I think that's -- I
21 mean, we have been doing that in the last two
22 years.

23 I mean, an example I can cite is the -- the
24 work -- I mean, I've been the person with the
25 strategic business plan and done a little bit of

1 point person work from the board with the effort to
2 recruit a deputy executive director.

3 So, I mean, yes, I think that's good practice,
4 to -- for us to proceed -- continue, yes, and maybe
5 use it with other matters of the Authority. Other
6 thoughts about other topics?

7 (None.)

8 STRATEGIC PLAN UPDATE

9 CHAIRMAN OLSON: Seeing -- hearing none, are
10 we -- are we ready for old business? I just -- I
11 didn't create this agenda; I'm just following it,
12 so...

13 Are we ready for old business? That's the
14 next thing. Okay. Remy, our consultant with
15 Ricondo, is going to update us on the strategic
16 business plan.

17 MR. LUCETTE: Thank you, Mr. Board. So I'm
18 going to step away from the screen. I realize
19 there would be just in front of the board members a
20 screen here.

21 Mr. Board and -- Mr. Board members, airport
22 staff members, the public, thank you for -- for
23 taking the time to get a brief update on the
24 strategic business plan that we are working on.

25 So for this first meeting, really what we

1 wanted to do is provide a brief update on what
2 we've been doing, the work we've done with the
3 board members, with the stakeholders for the past
4 three or four month, and also connect with the
5 board to see if you would like to discuss anything
6 in particular in the upcoming meetings or to see
7 included in future updates of the strategic
8 business plan.

9 Mr. Olson reached out to us back I think
10 early -- early in 2022 and we started this work in
11 about September. So I'm going to go over some of
12 the milestones, some of the work that was
13 completed, and some of the work that is still yet
14 to -- to be completed.

15 So, first when Mr. Olson approached us to ask
16 if we could help with the strategic business plan,
17 the purpose of the strategic business plan that was
18 identified for the Authority was really to -- to
19 help create some guiding policies and to identify
20 some -- some common focused initiative that the
21 Authority could -- could use when -- to help guide
22 the decision-making.

23 The idea is really to engage both with the
24 board, the board members, in meeting environments
25 but also in workshop environments, but also to

1 collect input from the public, from the external
2 organizations in the region, and to bring back that
3 feedback to the board members.

4 In terms of building an effective plan, really
5 what we want is we want to -- to engage with you,
6 the board members. This plan is really for the
7 board and is being crafted mostly by the board and
8 we're here to provide as much information as we
9 can, background information, to help understand and
10 decide what finds its way into the plan.

11 We want the -- the plan to be -- to be
12 implementable. At the end of the day, this is
13 something Mr. Olson and the airport director had
14 told us we want to make sure that we get a document
15 at the end of the day that we can refer to both
16 when we prepare our annual -- annual budget plans,
17 but also over the next few years, how we decide
18 to -- to drive and guide the development of the
19 airport.

20 So some of the milestones what we've done to
21 date, we had two board workshops. Thank you --
22 thank you all for attending those board workshops.
23 And we had in November a series of stakeholder
24 meetings. The stakeholder meetings were really
25 three meetings that we had. One was with external

1 organizations, so we had a member of the county, of
2 economic development agencies, and we had a board
3 member also present at that meeting.

4 We had one meeting with the local aero
5 businesses at the airport. So we met with several
6 businesses that were able to -- to come to this
7 meeting and provide feedback and input that we
8 relayed to the board members.

9 And finally, we met with the flying community.
10 We had a great participation from all the pilots
11 and the -- the tenants here at this airport.

12 We have summarized a lot of that information.
13 It's a lot. So I know there are a few board
14 members who were not there at the time. What we
15 wanted to offer is if you would like a meeting, we
16 could have like a one-on-one phone conversation or
17 a -- a video call, or we can brief you on what was
18 reported to us, the input that we received, and
19 help you -- really bring you up to speed on the
20 feedback that we received.

21 In terms of schedule, we're about at the half
22 point of the study. We -- we've collected a lot of
23 the information that we need. In terms of
24 outstanding information, we are currently
25 conducting a benchmark. We've selected four

1 airports with the strategic planning team that
2 Mr. Olson is part of -- a member of. We are
3 expecting the benchmark to be completed next two
4 weeks. All of the airports but one have responded
5 positively to provide the information we requested.

6 And with that, that will really complete the
7 information that we're seeking from outside
8 members. So after that, we would like to work with
9 you, the board members, to help define the
10 initiatives and the -- the actions that go in the
11 plan.

12 There is -- there is one important date that I
13 would like to -- to discuss with you. We're going
14 to have a workshop, a third workshop toward the end
15 of February, and as of now, we're looking at the
16 week of February 27th, if that's an option for --
17 for the board members.

18 We'd like to pick a date that works for all
19 the board members to -- to ensure everybody has a
20 chance to attend. If it's not the week of the
21 27th, we can -- we can push it a week. And this
22 would most likely be a three-hour workshop as well,
23 morning or afternoon.

24 CHAIRMAN OLSON: Just could everyone look at
25 their calendar for the 27th of February? It's

1 slotted for 4 p.m. to 7 p.m., but we could -- we
2 could -- I guess we could schedule it an hour
3 earlier, so if it runs for three hours, which it
4 likely will because it's a substantive workshop, we
5 would not be going into the evening.

6 So just -- just testing with everyone here.
7 Monday the 27th of February, 3 p.m. to 6 p.m., a
8 three-hour slot.

9 MR. WUELLNER: Well, based on the direction
10 you had just given us, that would be your regular
11 meeting.

12 CHAIRMAN OLSON: Oh, that would be a board
13 meeting. Oh. Well, how about that? Could we do
14 it on the 20th?

15 MR. LUCETTE: Would you --

16 MR. WUELLNER: The 20th is the holiday.

17 CHAIRMAN OLSON: Oh, that's the holiday.

18 MR. LUCETTE: It doesn't have to be a Monday
19 for us, really.

20 MR. CLARKE: Why don't we just substitute
21 this -- this maybe for the board meeting? I mean,
22 that would be the second one of the month.

23 CHAIRMAN OLSON: Because we will have met on
24 the 13th.

25 MR. CLARKE: Right.

1 CHAIRMAN OLSON: Okay. Then we would call
2 this a workshop, right? Would be the -- would be
3 structured as a workshop under the procedures.

4 MR. WUELLNER: So -- okay. So in lieu of a
5 regular meeting on the 27th, it would be a workshop
6 at the same time slot or starting earlier?

7 CHAIRMAN OLSON: Okay. Could we start that
8 workshop on the 27th at 3 p.m. and run till 6:00 --
9 running into the evening? 3:00 to 6:00. So
10 we're -- we're -- are we all etching that in our
11 calendars if it works? Okay.

12 MR. LUCETTE: February 27th.

13 CHAIRMAN OLSON: So 3:00 to 6:00 on Monday the
14 27th of February.

15 MR. LUCETTE: Okay. Thank you.

16 And then I'm just going to walk you over a
17 handful of slides that summarize some of the
18 information we've worked on. We're not gonna --
19 I'm not going to read all of it. I wanted to
20 present it to you so that you have it, and we can
21 discuss it either at the next board meeting or the
22 workshop.

23 The first -- the first board meeting that we
24 did -- the first board workshop, I'm sorry, we
25 worked a lot on the mission, the vision, and the

1 values.

2 So the mission statements really is -- is a
3 representation of -- of those three items. What --
4 you know, what do you do? For whom do you do it?
5 And why did you do it?

6 Working with the board at the time, there was
7 a lot of discussion, and those two statements on
8 the screen were the result of those discussion.
9 We're not asking to -- to vote on it or anything,
10 we really wanted to -- to put it in front of you.

11 At the next workshop, we would like to get
12 these approved so that we can start working through
13 the list and -- and make our way through the
14 initiatives. So we had two mission statements,
15 which again can be -- can be tweaked, can be
16 edited. This is not intended to be final.

17 We also have four vision statements. So the
18 vision statement is really a representation of what
19 you, the Authority, would like to be, you know, at
20 this airport in an ideal world. So we called it
21 the blue sky approach. You know, if nothing
22 existed, what would you like -- what would you like
23 this Authority vision to be for this airport?

24 We -- we ended up with four vision statements,
25 which were really a combination of the feedback

1 that we received from the board members. And for
2 the next workshop, we'd love for you-all to take a
3 look and let us know if you have any feedback or
4 any suggestions from those vision statements.

5 Last, the value statements. And the value
6 statements really are a representation of how the
7 Authority wants to be perceived by the external --
8 by external organizations, how you want the -- to
9 value the employees. So it's really a series of
10 values that -- that would represent well this --
11 this body.

12 So we had three major categories for the value
13 statements: Safety, accountability, and something
14 for the people of the organization. The -- the --
15 when we work on the values, we can either select
16 some of these, all of these, we can add a few of
17 those, typically can go up to three, four, or
18 sometimes five different values as part of the
19 strategic plan.

20 We -- we also wanted to put here in front of
21 everybody some of the feedback and the input that
22 we received at the second board workshop. So that
23 was a board workshop we held in December. And a
24 lot of that discussion revolved around a SWOT
25 analysis. So a strength, weaknesses,

1 opportunities, and threats analysis.

2 We received a lot of great feedback from --
3 from the board members who were present. And
4 really in terms of strength, what we heard was the
5 location of this airport, the attractivity of the
6 region, and the infrastructure were key elements of
7 the success of the airport and that they considered
8 to be strength.

9 And on the weaknesses side, some of what we
10 heard is also just like the location is a -- is a
11 positive, it's also subject to some potential
12 storms and other events that can some
13 vulnerabilities.

14 We -- we heard that it was sometimes difficult
15 to keep up with the demand because the demand has
16 been so strong at the airport in recent years. So
17 being able to keep up and finding ways to keep up
18 with the demand and delivering the infrastructure
19 could be a challenge.

20 On the opportunities and threats side, on the
21 opportunities really what was discussed is that
22 the -- the general aviation industry nationwide is
23 doing very well and St. Augustine is well
24 positioned to capture a lot of that, a lot of
25 those -- a lot of that growth. There are a lot of

1 opportunities. As we mentioned, a lot of demand
2 from outside to come to this airport. So there was
3 a lot of positivity in terms of opportunities that
4 exist.

5 And related to the threats, we had -- we had
6 just, again, a few -- a few items here, but a
7 couple of things came up. One is, you know, the --
8 the airport still relies on grants to do a lot of
9 infrastructure, whether it's the airfield
10 infrastructure or sometimes building T-hangars.

11 There is no -- no way to know whether those
12 grants are always going to be -- stay at the level
13 they're at today. So the idea of how do we make
14 sure that we can be financially self-sustainable in
15 an environment where the grant funding may evolve
16 and change, that was a major concern. And then
17 obviously how the airport is perceived locally,
18 regionally, federally, could also impact what
19 happens here.

20 And using that SWOT analysis, we put together
21 some preliminary -- preliminary strategic issue
22 themes and initiatives. And again, we -- we don't
23 want those to be final, but we want to discuss
24 those.

25 Some of the themes that we heard in terms of

1 issues that were of concern, anything that touches
2 with the planning side of the facility for the --
3 for the platform. Like I mentioned, there's a lot
4 of demand and the board members were concerned
5 that, you know, the planning should be smart for
6 this facility. Anything that revolves around
7 highest and best usable land. Making sure that
8 we're being consistent in how the facility is
9 expanded.

10 On the financial side, the -- you know, having
11 a strong financial foundation is really the base
12 to -- to implement any type of action plan.

13 And then finally on the administration side,
14 there was some concerns about the staffing of the
15 facility at the airport and having, you know, the
16 necessity to discuss what the staffing levels
17 should be of the airport.

18 From those themes, we derived a few possible
19 initiatives. Those are not initiatives that may
20 necessarily make the cut, but we wanted to -- to
21 bring those to you. And those initiatives
22 essentially are a response to the issues that we've
23 discussed. So those initiatives are -- are
24 formulated on the right-hand side in response to
25 the different issues.

1 What we would like to do is, before we have
2 the next board workshop, to ask the board members
3 if they could review these and maybe schedule --
4 schedule a discussion with you individually to get
5 your feedback, see if we have missed certain items.

6 I know we have not heard from all of you yet.
7 So we would have at least scheduled time and set --
8 set time aside either in person or over the phone
9 to -- to review these and really get a discussion
10 going before we move into the third workshop in
11 February.

12 CHAIRMAN OLSON: Yes. I -- I'd just like to
13 underscore, speak to the importance of this
14 strategic plan for our work here.

15 It could be observed that we're -- we have not
16 been or the Airport Authority has not been
17 operating with a full flight plan, to use a pilot's
18 jargon, and now we need one. We need a flight
19 plan. We need to have agreement on what our
20 priorities are. We need to be able to have actions
21 prioritized with timetables and expectations that
22 we want to work all -- work toward as a team for
23 achieving our goals.

24 This process is very important. It's
25 supported by the state, by FAA -- FDOT or FAA,

1 FDOT -- is it FDOT, Ed, that's -- where are we
2 getting our -- our support for this in addition to
3 what the Authority is doing?

4 MR. WUELLNER: FDOT, yes.

5 CHAIRMAN OLSON: FDOT is supporting it also.

6 There's a statistic that 75, 80 percent of GA
7 airports are -- have master plans and those are
8 supported by FAA, and 25 percent of them have
9 strategic business plans, and those appear to be
10 the ones that are -- are really performing well.

11 Part of this effort, and we're going to get
12 that information as Remy said very soon and have it
13 for our third workshop, is benchmarks. We were --
14 we are comparing a huge number of factors as to how
15 this airport and this airport authority is
16 performing and acting against four or five other
17 airports that have similar characteristics.

18 One thing that you can see in -- when we --
19 that I've seen when I've looked at some of these
20 with just visiting other airports, is that our --
21 our capital reserve is not huge. In fact, we have
22 relatively small capital reserve for doing things
23 compared to other airports. A lot of it relates to
24 how -- how and where we're getting our revenue.

25 But if we want to pursue priorities such as

1 accelerate and increase the development of, for
2 example, hangar space at this airport where there's
3 a huge demand, we need to look at ways that we can
4 do that without having to wait for the next
5 grant -- the next year we're going to get grant
6 funds to do that. We need to be able to look at
7 how we can do it without total dependence on the
8 timetable and the limitation of grant funds. So it
9 is extremely important and I hope that we will have
10 a good engagement.

11 There's nothing that's been finalized in this
12 strategic plan, so our new board that -- new board
13 members that have joined -- joined us that bring
14 with them a very impressive array of expertise will
15 be very important for inputting into the strategic
16 plan.

17 So -- and we have probably the -- we have the
18 firm that everyone mentions when you ask who does
19 this kind of work with airports, Ricondo. We have
20 that firm helping us. They are -- they recently
21 did a strategic plan for the Boca airport. It's on
22 their website, you can look at it, but they have
23 greatly benefited from it. They have a board much
24 like this, a five-person board, and they -- it's --
25 it's -- it's been a very important document for

1 them.

2 So this is I think an important way that we
3 all come together and establish
4 priorities/timetables to get things done here. So,
5 thank you, Remy, for coming to --

6 MR. LUCETTE: You're welcome, Mr. Chair. Any
7 other questions? And you-all should have our
8 contact information. And if not, Mr. Olson or
9 Mr. Wuellner should have that. Thank you.

10 CHAIRMAN OLSON: Thank you, Remy. So, going
11 on, new business, airport legal solicitation --
12 legal services solicitation. Who wants to speak to
13 that?

14 AIRPORT LEGAL SERVICES SOLICITATION

15 MS. LIOTTA: I can get started, if you like.

16 CHAIRMAN OLSON: Yes.

17 MS. LIOTTA: I actually think that we should
18 not act on this because I -- i think we should
19 issue a new RFP. I think the one that went before
20 is a little -- little bit -- could use some
21 improvements and that we may very well get
22 additional responses that we didn't get this time.

23 Another reason why I wanted to make sure we
24 had more frequent meetings because I do appreciate
25 that Mr. Burnett, you know, is looking to disengage

1 and I don't want to hold that up. But I -- I think
2 we're doing ourselves a disservice to only look at
3 this list.

4 And these -- these firms are good firms and
5 they can certainly, you know, resubmit, but I think
6 there's more out there and some that may be a
7 better fit.

8 CHAIRMAN OLSON: How would we proceed staffing
9 what you're talking about? Which I assume involves
10 creating a revised RFP and managing -- is this an
11 administrative function, is this an assignment, or
12 is this something that a board member, perhaps you
13 want to -- Ms. Liotta, want to take on and work
14 with staff to do, or how do you propose we proceed
15 to reissue a RFP?

16 MS. LIOTTA: Well, I -- I'm happy to work with
17 staff, but I wouldn't presume to speak for the
18 whole board, so I think it's worth us having a
19 discussion to -- to determine what particular
20 things need to change in the existing RFP.

21 I actually really liked your suggestion on the
22 last -- at the last meeting, which when you were
23 talking about how another airport had separated
24 it's --

25 CHAIRMAN OLSON: Yeah.

1 MS. LIOTTA: -- aviation counsel from its
2 general everyday counsel.

3 CHAIRMAN OLSON: Yeah.

4 MS. LIOTTA: I think that was one of the --
5 we'll -- and if we need to do two RFPs or just hire
6 separate aviation counsel, I'm not exactly sure
7 what's the best path forward for that aspect of it.

8 But as for general, I think we'll see a lot
9 more local firms who might be able to offer good
10 services if we break apart the aviation aspect,
11 which I do wholeheartedly believe we need that
12 expertise but doesn't need necessarily to be
13 bundled all up in one RFP.

14 CHAIRMAN OLSON: All right. Are you then
15 suggesting that this be an item for the -- work for
16 this board for the third meeting -- attention on
17 the meeting of the 30th? Monday, the -- is that
18 what you're suggesting?

19 MS. LIOTTA: Well, I mean, if the board agrees
20 with, you know, some of those thoughts, I don't
21 know how the timing would work, but I could
22 certainly work with -- with staff on that, and if
23 it's done in time to be voted on on the 30th to get
24 it out there, I'm not exactly sure about the
25 process, but yeah, I think we should move and not

1 delay to work with it.

2 CHAIRMAN OLSON: Mr. Burnett?

3 MR. BURNETT: Mr. Chairman, if I may comment.

4 For the board's information, the RFP or the
5 RFQ that was sent out was one I believe that was
6 largely based -- I'm not sure if it was Orlando
7 Regional or Orlando International, but it seems
8 like they did an RFP in 2022. That was the base
9 document that was used, other than the engagement
10 letter that was attached to it was I think largely
11 identical to the engagement letter that I had with
12 my engagement.

13 What I recall from last meeting -- and of
14 course we had a different board, but in a way the
15 public had the benefit of two boards to be able to
16 review this, which is you had the existing board
17 then and then you had the new board members that
18 spoke in public comment.

19 What I -- what I guess I perceive is that the
20 problem with the RFQ is not one of the substance of
21 it, but maybe that there may be other experts
22 related to aviation law that you may want to avail
23 yourself of.

24 I guess what I would say related to that --
25 oh, by the way, the RFQ is -- to my knowledge, went

1 to -- you can actually do a search on the Bar's
2 website for board certified aviation lawyers in
3 Northeast Florida and surrounding counties of here,
4 and so it went to all of the surrounding counties,
5 St. Johns County plus Volusia, because there's
6 obviously good-size law firms in Volusia and this
7 isn't that far away.

8 So it went to board certified aviation
9 lawyers, board certified city, county, and local
10 government law attorneys in the same those areas,
11 and it went to the Bar associations for them to
12 distribute in each one of those counties. So
13 Duval, Clay, Putnam, St. Johns, Flagler, and
14 Volusia Counties.

15 Aside from that, the responses that you
16 received, I think your challenge is that if you
17 delay -- and obviously you've got lawyers here that
18 are here for it tonight and you already essentially
19 have a short list from the last Airport Authority
20 meeting -- you've now got the lawyers back again to
21 respond in answer to an RFP.

22 I guess my suggestion to you would be, rather
23 than discouraging the applicants that you have here
24 that would serve very well the general counsel
25 role, would be to pick one of the representatives

1 that you have here so that you could now have the
2 general counsel role. Knowing that and informing
3 them straight up right away, that as for aviation
4 and FAA-related issues, that you will continue to
5 seek separate counsel for that.

6 As you'll recall, the RFQ does provide the
7 same as my agreements always provided, that it's
8 basically month to month. It's subject to a 30-day
9 termination provision.

10 So you obviously could select other legal
11 counsel in the future if you chose, but you also up
12 front could explain to these candidates that your
13 scope of work is purely one of the local government
14 role, and then things related to FAA, which would
15 be beyond the scope of the base retainer that they
16 would be paid -- I think the -- the dollar amount
17 that you have in the proposal is a base retainer
18 amount.

19 The additional work and the FAA scope of work
20 where they would bring in different consultants
21 that are in other offices from what we heard at the
22 last meeting, rather than them bring in their board
23 certified aviation lawyer that may be in the same
24 law firm but a different location, you would
25 actually do the RFQ for a board certified aviation

1 lawyer to handle the FAA matters.

2 That would then give you -- I guess cover it
3 completely and you'd know what you've got for the
4 local government law attorneys that have been --
5 that have already been here, obviously interviewed
6 last meeting that everyone here was able to listen
7 to and see and comment upon.

8 And I just want to tell you that the scope for
9 board certification for aviation law would not
10 cover the base work of what the scope of
11 certification is for a city, county, and local
12 government law attorney. They are two different
13 things. So aviation certification really is for
14 the aviation industry.

15 When you look at what the Airport Authority
16 does, though, the majority of your day-to-day
17 operation in legal services is local government.
18 It falls squarely within the local government
19 certification.

20 In large part, the day-to-day functions of
21 this airport is identical to the day-to-day
22 functions of a county. Rather than dealing with
23 roads, you have an airport. Your traffic signals
24 are lighting on the airport. But other than that,
25 the legal issues largely are local government legal

1 issues.

2 So I share that with you and tell you that I
3 think you potentially harm yourself by dragging out
4 the process when you've got folks that are here now
5 for a second meeting that could be selected for
6 your primary Airport Authority general counsel
7 position.

8 CHAIRMAN OLSON: I just -- in listening to --
9 that's helpful. I'm just thinking that I'm not
10 sure if we can always cleanly say that we're a
11 local government real estate transaction and then
12 FAA -- don't we bump into FAA a lot with almost
13 anything we do? I mean, there's some aspect of
14 FAA --

15 MR. BURNETT: I have interacted -- and I've
16 been doing this related to the airport now for 20
17 years. I have rarely had any need to interact with
18 FAA on legal issues.

19 CHAIRMAN OLSON: No, I mean --

20 MR. BURNETT: A couple of times.

21 CHAIRMAN OLSON: -- not necessarily interact,
22 but as I would say deal -- assist the airport in --
23 on an ongoing basis in compliance with FAA.

24 MR. BURNETT: Well, let me give you an
25 example.

1 For the airport -- for the aviation
2 certification, to be a board certified aviation
3 lawyer, the exam topics are litigation, aeronautics
4 and space, National Transportation Safety Board --
5 that's plane crashes; we don't deal with those for
6 the most part -- registration and recording and
7 security interests, airport operations and land
8 use, enforcement, international treaties and
9 conventions -- we don't deal with that. Air taxi
10 operations, rarely. Aviation labor law, never.

11 Whereas when you look at board certification
12 in city, county, and local government law, public
13 sector liability. That's pretty common. Sovereign
14 immunity, common. Civil rights, maybe not so much
15 other than just understanding the requirements that
16 we need to have in our leases and other documents.
17 Public finance, absolutely. Procurement in
18 contracts -- procurement in contracts, such as
19 Chapter 287 and 255, those kinds of things. Land
20 use and zoning, Chapter 163. Eminent domain and
21 your powers of eminent domain to take property from
22 others. Practice and procedures before local
23 government legislative and quasi-judicial bodies.
24 For example, someone who comes in who's an
25 applicant that you need to have ex parte disclosure

1 and those kinds of things. Sunshine Law and Public
2 Records Act, big part of the normal routine of
3 practice here not in aviation law.

4 And then home rule and exercise of police
5 powers, which home rule and exercise of police
6 powers is a great example of how we were able, if
7 you recall the Boomerang litigation where we wanted
8 to enforce an operating agreement and the airport's
9 operating agreements here, that's a state issue,
10 and it's exercise of your police powers. We filed
11 the lawsuit here in state court and they attempted
12 to have it removed in federal court and we fought
13 that successfully to have it kicked back to state
14 court.

15 So, it is different in many many respects.
16 Your primary person sitting in this chair, I would
17 re -- very respectfully and humbly submit to you
18 would be best suited to be a local government law
19 attorney who can answer your questions and give you
20 cautionary advice on all sorts of things that come
21 up during meetings.

22 Be -- because I think what you see is
23 typically local government law attorneys that are
24 coming here to the Airport Authority board are used
25 to your meetings, used to being able to answer the

1 questions because they come from, for example,
2 experience at a local city, a local county. You
3 know, for me personally --

4 CHAIRMAN OLSON: Yeah, okay.

5 MR. BURNETT: -- I was an employee of the
6 county and then also --

7 CHAIRMAN OLSON: Okay.

8 MR. BURNETT: -- the City of St. Augustine
9 Beach, I was their attorney.

10 CHAIRMAN OLSON: Okay. Well, thank you.

11 I think I guess what we've had as -- we've had
12 some more detail from our current counsel, we've
13 had a board member suggest that we re -- a board
14 member who is credentialed as an attorney, of that
15 profession, suggest that we recast the RFP and we
16 consider how we structure our -- the expertise in
17 that -- in that RFP and that we not make a decision
18 tonight about counsel. I believe that's the
19 suggestion. So, more board suggest -- board
20 additional board discussion on this matter?

21 MS. LIOTTA: I'd just add one more thing. And
22 I think the next time this is brought up, one of
23 the items that should also be brought --
24 information for the board would be a -- a look at
25 the financial impact of the various choices.

1 You know, I -- that was a comment I made at
2 the last meeting, and between now and then, you
3 know, I think we're still in the same place. We
4 don't have an idea of what the -- the financial
5 impact might be from one firm to another based on
6 total billables we can expect based on prior usage,
7 and I think that's always important when picking
8 counsel, is, you know, the budget.

9 CHAIRMAN OLSON: Yeah, we saw hourly rates and
10 retainers, but we didn't -- I mean, I -- you know,
11 I guess one team could accomplish something in half
12 the time as another team.

13 MS. LIOTTA: Or if we're using ten hours of
14 legal services a month on average, that's going to
15 be a different discussion than if, you know, we're
16 using 150.

17 CHAIRMAN OLSON: Yes.

18 MS. LIOTTA: You know, the billing rates are
19 really going to matter a lot, you know, depending
20 on how much we're using.

21 CHAIRMAN OLSON: Okay. Other discussion?

22 MR. BURNETT: Mr --

23 CHAIRMAN OLSON: Well, from the board first
24 and then back to Mr. Burnett.

25 Mr. Clarke, did you have a --

1 MR. CLARKE: Yeah, I reviewed all of the
2 proposals in the first -- the first go-round and,
3 you know, we had three -- three that are listed
4 here I'm comfortable with. I had one that I am
5 particularly favorable toward.

6 However, I -- I see the merit in perhaps
7 separating the aviation needs or legal needs from
8 the municipal need or aspect of our -- this is a
9 government and I agree with the concept that most
10 of our legal work is, you know, government-related
11 rather than FAA-related. It's -- that's peripheral
12 to the -- it's core to our mission.

13 But we are a large real estate holder and, you
14 know, we -- a lot of our needs are related to
15 general government. So, you know, that's -- that's
16 kind of a long answer, but I -- I think that if we
17 do that, I'd like to see an RFQ that is dedicated
18 to the aviation aspect. That's the only question I
19 had.

20 CHAIRMAN OLSON: Okay. Mr. Burnett, did you
21 have something else you wanted to add?

22 MR. BURNETT: The only thing that I would say
23 and to share this with the board, when you -- maybe
24 if we just flip to the next slide because the rates
25 are up there I think for the monthly rate

1 comparisons. This is in your agenda.

2 To me, it's not much of a surprise to see the
3 monthly rates go there. I'll share with you for
4 frame of reference, when I was the city attorney
5 for the City of St. Augustine Beach and resigned
6 from that position many years ago, my rate was
7 around \$2,900 a month, and through that process for
8 an RFQ, the city I think went to 6,000 or 6,500 a
9 month, and my rate for the monthly retainer here
10 hasn't been increased since 2009. So it's really
11 out of sync with I think what the market is. And
12 obviously now you see where these have come in. I
13 think that's a pretty good indicator of where the
14 market's at. So as far as financial, that's what
15 it appears it takes to have a monthly retainer for
16 an attorney.

17 And again, I think those are the local
18 government position largely. You're welcome to ask
19 the applicants themselves because they're here, but
20 as I recall from the last meeting in their -- in
21 the evaluation of their proposals, the
22 aviation-related matters would be extra, so...

23 CHAIRMAN OLSON: Okay. Well, we've had two
24 expressions of how we might proceed from two board
25 members. Any other -- any other input?

1 I guess the general -- or the prevailing
2 comment is we probably are not ready to make a
3 decision tonight about retaining, but we definitely
4 don't want to cancel out the possibility of the
5 firms represented in this room tonight.

6 And I greatly appreciate your continued
7 interest in being here, but it sounds as though the
8 general idea is for us to continue this to the next
9 meeting with the idea of a tweaking of the RFP or
10 separating the expertise area. I'm not sure if I'm
11 summarizing that correctly.

12 Mr. Burnett, you have another comment?

13 MR. BURNETT: I guess it -- it begs the
14 question. Do you want to hear from the applicants
15 since they're here?

16 MS. CASH-CHAPMAN: We've already heard from
17 them.

18 CHAIRMAN OLSON: Yeah.

19 MR. BURNETT: And the second piece of that is,
20 if you're going to change the RFQ, how are you
21 going to change the RFQ? How do you want to
22 advertise it if -- differently than however it was
23 advertised previously? What change do you want to
24 make? So that then your staff has the guidance to
25 accomplish what you want accomplished.

1 CHAIRMAN OLSON: I --

2 MR. BURNETT: You know, this is --

3 CHAIRMAN OLSON: Yeah.

4 MR. BURNETT: -- the two-month mark, and so I
5 want to try and help you frame this to where you
6 can make a decision on it.

7 CHAIRMAN OLSON: Does someone want to respond
8 to --

9 MS. LIOTTA: Well --

10 CHAIRMAN OLSON: -- further comments?

11 MS. LIOTTA: -- I think what we talked about
12 before was everybody on the board being comfortable
13 high level with the direction to go, and then
14 myself or someone else wants to do it work with
15 staff to get that work done. So we don't have to
16 wait for another meeting to approve the exact
17 language in RFP if -- if the board's comfortable
18 delegating that.

19 MS. CASH-CHAPMAN: I would agree. I think
20 that -- I -- I hate that -- to say that we wasted
21 the time of the people that came out here for a
22 second time because I try to be very efficient with
23 these matters, but because there was a changeover,
24 it seems that we -- we are really looking to make
25 sure that we're making the best possible choice for

1 us and for the airport.

2 And so, in efforts to do that, I think it
3 would benefit all of us to see -- to make sure that
4 we're getting all of the responses that we think we
5 should be getting, because I -- I truly feel if we
6 put out another one, that we'll get some different
7 responses. And perhaps we still end up selecting
8 one of these three that are here, if they're still
9 interested in resubmitting in that.

10 But I think it would be worth it for us as a
11 board to -- to make sure that we're making the best
12 choice. So maybe holding off on this, having
13 someone work to -- to revamp what needs to be put
14 out there, and revisit it as -- as timely as
15 possible. Because again, I don't -- I don't want
16 to waste anyone else's time, you know, moving
17 forward with this.

18 CHAIRMAN OLSON: Okay. So, as we agreed
19 during -- concurred upon during our committee
20 assignments, Ms. Liotta is going to take the lead
21 on this and move that -- move the process and
22 effort forward and -- so that it's -- there's
23 something that we can make decisions about at the
24 next board meeting.

25 And again, I don't think we should burden

1 our -- the firms that are represented here to
2 perform tonight, given where we are. Please
3 understand that we're a newly reconstituted board.
4 We have new members and new expertise and new
5 thoughts, which is generally a great idea. And so,
6 thank you. And I guess that's a conclusion. We
7 have a consensus as to how we should proceed to
8 this.

9 FEBRUARY MEETING LOOK AHEAD

10 CHAIRMAN OLSON: So, we now are looking at --
11 we've had the February meeting look-ahead. Oh,
12 that's the director's thing. Mr. Wuellner, do you
13 have this item? Are you're taking on this item?
14 February meeting look ahead, are you taking on that
15 item?

16 MR. WUELLNER: I was. Give me a second to
17 catch that page.

18 Just a few items to make your aware of that
19 are likely show up, and it looks like -- looks like
20 you probably have three -- at least three items,
21 four items likely for your meeting in a couple of
22 weeks, maybe more.

23 I do -- looking ahead, you're going to have
24 that public transportation grant should show up by
25 the end of this week in terms of the paperwork, so

1 we'll get that -- that resolution prepared for
2 consideration at the next meeting also.

3 And I'm going to guess. Since we have not
4 seen the State of Florida release their actuarial
5 as it relates to the Florida Retirement System,
6 which is the annual holdup now with getting the
7 audit finished, that should be out some time this
8 month, so you're probably going to be into March
9 before that -- that now shows up as the audit
10 report for you.

11 CHAIRMAN OLSON: Okay. Thank you. So, we're
12 now at public comment, general public comment. And
13 do we have the cards? Oh, here.

14 PUBLIC COMMENT - GENERAL

15 MR. HAY: Mr. Chairman, I missed a card. Do
16 you have one, Cindy?

17 MR. HARVEY: Are they outside?

18 CHAIRMAN OLSON: Okay. Just in the order in
19 which I have them in my stack here, Mr. Liotta,
20 public comment?

21 MR. LIOTTA: First of all -- oh, excuse me,
22 Matt Liotta, 93 Lake Mist Court, St. Johns.

23 Welcome the new board members. I'd like to
24 recognize that we now have the majority of our
25 board is female, which I think that's pretty

1 interesting for a -- a government board. So...

2 MS. LUDLOW: Right on.

3 MR. LIOTTA: We -- we didn't have an
4 opportunity for public comment on -- on the legal
5 selection, but I want to reiterate that I think
6 that as you divide up the work between the local
7 government and aviation, that there's an
8 opportunity to get a broader interest from people
9 who can do one but not the other and you may get
10 actually better choices.

11 I'd like to reiterate that I think if there's
12 any way possible that you could prioritize local
13 government attorneys that have an office in
14 St. Johns County, I think that's an important thing
15 that government has the opportunity to do, is to
16 prioritize keeping money in the county. So I'd
17 like you to seriously consider that.

18 And in general, I'm excited by the board's
19 willingness to meet more often and get more work
20 done, and I'd certainly like to see things change
21 here for the better and see some growth, especially
22 in hangars and new businesses on the field.
23 Thanks.

24 CHAIRMAN OLSON: Okay. Thank you. Mr. John
25 Gorman -- Jack Gorman.

1 MR. GORMAN: Well, I was going to pass, but
2 what I'd like to do is, I was very taken by the
3 fact that we were talking about public comment.
4 And I certainly think that as much public comment,
5 especially before a board votes, is important,
6 before and after, even if it doesn't fit or
7 something is not exactly fitting what someone's
8 preconceived notion of what's on the agenda.
9 The -- the reason to have an elected board is for
10 public input. So, however you could possibly
11 accomplish that, would be certainly the best thing.

12 CHAIRMAN OLSON: Okay. Thank you. Who is
13 that?

14 MS. LUDLOW: Jose Riera. He's our SAAPA --

15 CHAIRMAN OLSON: Yeah. Oh, I'm sorry. I
16 don't -- I can't -- Jose, I can't read too well
17 here your printing. Mr. --

18 MR. RIERA: Riera.

19 CHAIRMAN OLSON: -- Riera.

20 MS. LUDLOW: Riera.

21 MR. RIERA: Jose Riera, 133 Paranza Trace.
22 I'm also a member of SAAPA.

23 First of all, congratulations to all of the
24 new board members. It's the very thing that I like
25 to see and welcome.

1 The other thing is, the policy committee, I
2 would like for the policy committee to review the
3 T-hangar waiting list. On the list that I have, it
4 shows that as of November of 2022, there were 244
5 waiting members, and then by the end of this month,
6 there would be eight people that have been on hold
7 for six month.

8 I don't understand how that issue comes into
9 plays. Why do we have eight people on hold? And
10 how does that affect a lot of us who have an
11 airplane ready to be put into a hangar? Are these
12 eight hangars already hold and reserved for
13 somebody, are they available? Why are these people
14 on hold? Do they have an airplane? Are they not
15 in? I don't understand what the policy is.

16 I would like to have that reviewed. I would
17 like for the board to review that and see if we can
18 make an improvement. And perhaps the list can be
19 shortened from the current 240 to some in order to
20 have some of us who do have airplanes ready to go
21 into a hangar or waiting to be here, and then work
22 on helping to develop more hangars, more space for
23 the rest of the people. That's my public comment.
24 Thank you.

25 CHAIRMAN OLSON: Thank you. Mark Wiley

1 [phonetic]?

2 MR. RIERA: He left.

3 CHAIRMAN OLSON: Oh, he left. Chad Roberts.

4 MR. ROBERTS: Thank you, very much.

5 Mr. Chairman and the board and everyone, I'm Chad
6 reports. I'm an attorney in Jacksonville, Florida.

7 I'm the kind -- I know the board has already
8 made a decision to defer the RFQ issue today and I
9 respect that. I'm the kind of lawyer who would not
10 respond to this RFQ, and -- and that's what I
11 wanted to give you your input about.

12 I've historically represented your users and
13 your tenants. And how you perceive yourself -- I'm
14 not telling you anything, y'all campaigned, I
15 didn't -- but how you perceive yourself is how you
16 feel with your own users and your own tenants and
17 the people who make business decisions about
18 whether they're going to come here or not.

19 And if you think of yourself as a landlord,
20 you're going to be perceived as a landlord. If you
21 think of yourself as an airport operator where a
22 hundred percent of your users deal with the FAA, a
23 hundred percent of your tenants deal with the FAA,
24 it's a really important function to find a way to
25 craft that into the culture of the advice that you

1 get.

2 And so, I just wanted to echo I think some of
3 the sentiments that Commissioner Liotta voiced,
4 which is it's an important component and -- and I
5 think it would go a lot to improve the flavor, the
6 ex -- the user experiences, as they say here, and
7 it would be a good thing.

8 There -- there are other models on the
9 spectrum of things. I -- one is I call the
10 consigliere model where, you know, very large
11 corporations don't necessarily have large legal
12 departments. Just different models of how your
13 legal services can be provided.

14 There's a role for everybody. What
15 Mr. Burnett does is -- is invaluable and his
16 experience on that part of it is just invaluable to
17 you. So it's -- it's an essential -- there are
18 many components of it, and I think it's a great
19 challenge to find a way to craft a solution that
20 balances all of those needs.

21 And so, if -- if you want any unsolicited
22 advice from the local aviation bar, feel free to
23 impose on us; we're happy to share that with you,
24 but we applaud the initiative. Thanks.

25 CHAIRMAN OLSON: Thank you.

1 MS. LUDLOW: Thank you, Chad.

2 CHAIRMAN OLSON: Bill Hay.

3 MR. HAY: Good afternoon. Welcome to the new
4 board members. I was expecting that it would take
5 a little while for you guys to ramp up and I can
6 see that that's the case.

7 After 40 years of in and out of watching
8 politics develop, I have been to hundreds of board
9 meetings and small boards that think that this is a
10 steppingstone to greater political adventures. The
11 water conservation board in North Florida is one of
12 them. Many mayors have come out of that little
13 tiny board. But I beg you and I plead with you to
14 do a couple of things.

15 First, don't treat this as a small thing that
16 you have to do so that one day maybe you can be a
17 St. Augustine city councilman or a state
18 representative. But to get a copy of the Robert's
19 Rules of Order, parliamentary procedure, learn it,
20 know it.

21 And also take it upon yourselves when there's
22 public comment to actually pay attention and make
23 contact to the person that's speaking. Ladies have
24 a wonderful opportunity because they sit with their
25 legs crossed and it gives them an opportunity to

1 put their cellphone there and do e-mail and send
2 messages and texts. It's very disrespectful to the
3 people of the general public that donate their time
4 and come out here to participate in this meetings.

5 You have an excellent opportunity going
6 forward to change this airport. But this airport
7 doesn't need to be modeled after four or five or
8 six other airports. This airport needs to have a
9 model developed that's best for this airport and
10 these private pilots and these general aviation
11 activists.

12 So I ask you, please take this board serious.
13 Don't make the day the board meets the first day
14 you look at the agenda. We all want to end these
15 two, two and a half hour meetings. And if you take
16 an opportunity to formulate your opinions,
17 formulate your questions, jot them down of the
18 agenda ahead of time, we can always go home early.
19 Thank you.

20 CHAIRMAN OLSON: Thank you. So that's all for
21 the public comment.

22 MEMBER COMMENTS AND REPORTS

23 CHAIRMAN OLSON: So we'll go through member
24 comments, and I'm going to read these
25 alphabetically. I'll try to do -- keep that as the

1 order we go.

2 Ms. Cash Chapman, member comments?

3 MS. CASH-CHAPMAN: As of right now, I -- I
4 don't have a whole lot to say, but I am -- I'm very
5 happy to be here and I'm looking forward to what we
6 can do as a board to better this airport and our
7 community as a whole.

8 CHAIRMAN OLSON: Okay. Mr. Clarke?

9 MR. CLARKE: I'd like to thank Mr. Liotta,
10 Mr. Gorman, Mr. Riera, Mr. Roberts, and Mr. Hay for
11 your comments. I really appreciate it. And that
12 very good advice coming from you, we -- we need to
13 take all the public's comments into consideration
14 for every -- everything we do.

15 And I have a question related to Mr. Riera's
16 concern about the T-hangar. I -- it's something
17 I've been curious about. I'd like to ask the
18 administration. Do we have a policy or a formula
19 or -- and has it been board approved for the
20 waiting list administration?

21 MR. WUELLNER: You do.

22 MR. CLARKE: We do? Is that -- okay.

23 MR. WUELLNER: It's a part of your lease
24 policy.

25 MR. CLARKE: It's buried in the lease policy.

1 Okay. All right. Because, I mean, I've -- I've
2 had concerns about the waiting list myself and --
3 and I've suggested, and I'll make suggestions in
4 the future planning committees, that we need -- I
5 think the board would like to see an inventory of
6 our fleet, our hangars, and the -- all the aircraft
7 that are represented on the waiting list and have
8 that available at every meeting. Because if we
9 don't measure what is demanded of us, we're here to
10 provide a service, we really can't plan
11 effectively.

12 And I've met with the executive director and
13 the operations manager and the engineering staff,
14 and we have plans that are long range in nature.
15 They're very comprehensive, probably ten years'
16 worth of planning. And -- and that is something
17 that we're -- the new board members and the
18 existing board members, we're committed to make
19 that happen.

20 We're -- we've fallen behind in -- in the
21 demand. We haven't been able to satisfy the demand
22 for our services. We're up to a seven-year waiting
23 list. I personally consider that unacceptable and
24 I'm going to do everything I can to help make that
25 happen.

1 We're -- we're here -- the board is here to
2 provide the resources to the management to make
3 that happen expeditiously. Whether we have to meet
4 with our state representatives, our county
5 commissioners, the Governor, we're going to do what
6 we can to try to reduce that backlog, because it's
7 in all of our -- all of our interest.

8 So, thank you for your comments. Keep them
9 coming, and I -- I'd like to -- I'll be studying
10 that hangar policy, but I would encourage the
11 administration to, you know, come up with that
12 inventory because we're going to be asking for it
13 anyway in the -- in the strategic planning process.
14 So, thank you. That's all I have to say,
15 Mr. Chairman.

16 CHAIRMAN OLSON: Okay. Ms. Liotta?

17 MS. LIOTTA: Okay. I've got two things.
18 One's a short statement. Thank you for everyone
19 being here, and the other is more of a business
20 item. Let's see.

21 So, when I campaigned, one of the things that
22 I talked about was the fact that I had businesses
23 on the field. Of course that can give rise to
24 conflicts potentially, and so I just wanted to make
25 a brief statement about that in case there were any

1 concerns in the community. So, for -- for full
2 transparency, I would like to state that I own an
3 indirect interest in two companies that have
4 business at the airport: Modern Aero and Volato.

5 In the case of Modern Aero, I only hold an
6 indirect ownership interest. I am not an employee
7 and I -- and I do not run that busi- -- excuse me,
8 do not have management control over that company.
9 For Volato, I hold an indirect ownership interest
10 and am an employee of that company.

11 Should there ever be a matter before this
12 board that would create a conflict, I would
13 disclose my conflict before any vote was taken and
14 recuse myself from that vote in accordance with
15 Florida ethics statutes. So that was -- that was
16 it for that.

17 And the other item was about the agenda. I
18 think this is the appropriate time to do it, but I
19 wanted to make a motion to add a new business item
20 to the agenda, seeing as how we've gone through all
21 the business items that I could see on -- that were
22 on here already.

23 CHAIRMAN OLSON: Are you saying for today's
24 agenda?

25 MS. LIOTTA: Yes. Yes.

1 CHAIRMAN OLSON: Okay.

2 MS. LIOTTA: I don't think it will take long.

3 And so, I would move to add an agenda item to
4 discuss the executive director employment contract.
5 So, specifically starting a search for a new
6 executive director as the existing contract expires
7 June 30th with no extensions.

8 CHAIRMAN OLSON: Okay. Let's see. Before we
9 have discussion -- is there a second to that
10 motion?

11 MS. LUDLOW: I second that motion.

12 CHAIRMAN OLSON: Motion made and seconded.
13 We're now in discussion. I guess I have a
14 question.

15 Is this within our procedures, that we add an
16 unnoticed item for -- can we add that by board
17 action to our meeting and deal with it as a board
18 action, or is it something that we can't -- can't
19 add without -- or is it just a best practice that
20 we should have a published agenda item before we
21 act on it?

22 MS. LIOTTA: Well, I read the policy for our
23 meetings and it states that during the member
24 comment, the member can make a motion to add an
25 agenda item. So that seemed pretty clear that we

1 could do that.

2 I've also -- recall the director saying that,
3 you know, these rules are a guidance, but, you
4 know, if the board decides it wants to do
5 something, it can -- it can wing it a little bit
6 from -- and depart if that's what the board decides
7 to do.

8 CHAIRMAN OLSON: Okay. Okay. So a motion's
9 been made and seconded. Discussion? Other
10 discussion? Any discussion?

11 MS. CASH-CHAPMAN: I mean, I think that -- I
12 think this is a tricky topic for all of us.

13 You know, obviously it does not go unnoticed
14 how long that Mr. Wuellner has been here and the
15 efforts that he's put in for the past 27 years here
16 with us. But I also think that a lot of people ran
17 with the efforts of change as the forefront, and I
18 think that there is a lot of people that want to
19 see that change and they want to see it quickly.

20 And I -- I have not made a very clear decision
21 yet, I will be very honest, because I want to make
22 sure that any decision that we make as a whole, as
23 a collective, is made based on merit, not out of
24 emotion and things of that nature. And so, I am
25 being very careful with how quickly I want to make

1 a recommendation or a decision.

2 But what I will say is that we want to be
3 sensitive to the amount of time because if the
4 contract is up in June, that's not a lot of time.
5 That's not a lot of time for us to -- if we decide
6 to move forward with a search, that's not a lot of
7 time to -- to search and then find qualified
8 candidates that we think can -- can perform this
9 job.

10 I also think that should the board decide that
11 we will not be offering a -- another contract to
12 Mr. Wuellner, then I think -- and I don't know if
13 this is in the guidelines or not, that we should
14 offer him to also be able to reapply for that
15 position as well and be entered into a candidate
16 pool so if at the end of that search it comes out
17 that he is still the best qualified candidate,
18 that's something that everyone is interested in, I
19 think that that would give everyone the opportunity
20 to -- to feel confident in their decisions, whether
21 they're -- whether it's offering a new contract to
22 Mr. Wuellner or offering a contract to a new
23 executive director.

24 CHAIRMAN OLSON: Okay. Thank you. Just as a
25 point to follow up on what you're saying, we

1 currently have ADK, the search firm that
2 specializes in airport executive searches, in the
3 middle of a search for a deputy executive director,
4 so -- that would fill out our succession plan.

5 So, that's just what we have going now.
6 Following up on what you're saying, if this motion
7 were to go forward, we would presumably need to
8 amend that assignment and see what it would take
9 for the firm to meet our timetable and needs for
10 the shift to executive director.

11 MS. CASH-CHAPMAN: Right.

12 CHAIRMAN OLSON: Other discussion?

13 MR. CLARKE: Well, I'll chime in.

14 I -- I took it for granted that we would be
15 searching for a new executive director by the end
16 of June, and one of the other items that will be on
17 my agenda for this next special meeting would be
18 the -- the creation of a chief financial officer
19 role, which is sorely needed in my view.

20 And I think we have an opportunity -- I mean,
21 we're -- to -- to find the right executives to move
22 the airport forward. We're -- you know, we're
23 behind. As I mentioned, what I've learned in the
24 past two or three weeks with my meetings, we have
25 at least ten years' worth of long-term

1 capital-intensive projects that are already on the
2 drawing board. They're airside, they're landside,
3 they're off airport. And we're going to be
4 launching into a very intense period of activity,
5 and I think it's a good opportunity for us to get
6 a -- an executive, you know, team in place that
7 will, you know, move -- move the airport forward.

8 But, you know, I agree with Michelle. If
9 Mr. Wuellner would like to apply for that job and
10 be considered among a pool of candidates, you know,
11 that's certainly fine.

12 But I think we -- you know, six months is not
13 a lot of time, so we need to make that decision
14 and -- and modify that contract we have with the
15 search firm. And I would add that, revealing my
16 next month's or next meeting's agenda, but include
17 a chief financial officer among the --

18 CHAIRMAN OLSON: You think that we would need
19 to use that firm for a CFO?

20 MR. CLARKE: Well, I would -- as long as
21 they -- if they specialize in that, if they
22 specialize in airport executive-type --

23 CHAIRMAN OLSON: Yeah.

24 MR. CLARKE: -- personnel, then absolutely,
25 because they're -- you know, what we do is very

1 complicated. It's -- it's -- it's overwhelming, I
2 think, for the current staff for what we're going
3 to be getting into, the financing that is going to
4 have to occur. And, you know, we're -- that all
5 has to come together.

6 CHAIRMAN OLSON: Okay. Since we're talking
7 about it and we can't talk about outside of a
8 meeting and since I've been communicating, I just
9 want to further understand.

10 Based on what you just said, I believe you are
11 thinking that we cannot likely find that a C -- a
12 CFO -- it might be important to have a CFO with
13 specialized expertise in working with an airport
14 organization rather than -- you know, this
15 community's full of likely talent that would
16 generally fit a chief financial officer.

17 MR. CLARKE: I believe it would be preferable
18 to have a CFO that had aviation experience because
19 the -- the level of --

20 CHAIRMAN OLSON: Okay.

21 MR. CLARKE: -- the level of funding or the
22 different proj- -- or types of funding that we have
23 are FAA --

24 CHAIRMAN OLSON: Yeah.

25 MR. CLARKE: -- and Florida

1 Department of Transportation, they -- they are very
2 different -- not very different, but they are --
3 they do have different rules. They would have to
4 be familiar with debt financing.

5 Our previous administra- -- our authority
6 boards have been -- have shied away from using debt
7 as a tool. It's -- it's a -- it's a tool that
8 we're overlooking that we need to avail ourself of,
9 and in order to do that, have to be able to create
10 a vision and a pro forma look-ahead for 20 years.

11 We have a 20-year planning horizon. So we
12 need -- we need to have that kind of a person with
13 that kind of expertise in place that, you know, it
14 would be preferable to have -- to have one with
15 aviation experience as well as, you know, corporate
16 finance-type experience or governmental
17 finance-type experience.

18 CHAIRMAN OLSON: Okay. Okay. Okay. Let's
19 see. Since it's board -- oh, I'm sorry. You have
20 something. Please proceed.

21 MS. LUDLOW: I don't want this to be my last
22 comment, but I'm commenting on the motion. Did you
23 make a motion? I'm commenting on the motion.

24 The reason I'm here is to represent the
25 tenants of the airport, the -- the airport proper

1 and people that elected me. And I -- I've heard
2 from a lot of tenants and -- and people out here
3 that they think we -- it's the dawning of a new day
4 for the airport, we have a new board, and we feel
5 that the hierarchy should change, also.

6 So, six months is only 180 days, I think, or
7 something like that -- or six and a half months.
8 So, however -- however Ed spends the last of his
9 180 days or if -- or if his contract is renewed,
10 you know, then that is -- that's up to everybody --
11 everybody here, the board, whoever represents their
12 people or whoever's going to represent the board.

13 So, I -- I feel that the deputy director
14 application should be dropped and that another RFP
15 or contract -- executive director's contract should
16 be redone and that should be advertised.

17 CHAIRMAN OLSON: Okay. Okay. Makes sense.

18 Okay. Following procedures, and I apologize
19 for not being totally smooth on procedures, this is
20 the first meeting for me as chair, public comment?
21 Any public comment before this board acts on? Yes.

22 MR. WASHINGTON: Can I do that without a piece
23 of paper?

24 CHAIRMAN OLSON: If you go to the mic and
25 introduce yourself again.

1 MR. WASHINGTON: Hugh Washington at
2 116 Barbarosa Street, St. Augustine, Florida. A
3 4:00 meeting time, in my opinion, is vastly easier
4 for working public.

5 CHAIRMAN OLSON: Are you speaking to a general
6 item?

7 MR. WASHINGTON: I'm not sure. I'm just
8 speaking about something that was raised.

9 CHAIRMAN OLSON: It sounds like you're not --
10 I mean, what we were doing now is acting on a
11 motion --

12 MR. WASHINGTON: Oh, I'm sorry.

13 CHAIRMAN OLSON: -- so we're -- we're actually
14 just -- we're needing -- we're asking if there is
15 any public comment on that specific motion.

16 MR. WASHINGTON: Disregard that.

17 CHAIRMAN OLSON: Okay. Thank you.

18 MR. WASHINGTON: Sorry.

19 CHAIRMAN OLSON: So, I see no other -- no
20 public comment. We'll take a --

21 MS. CASH-CHAPMAN: You've got someone.

22 CHAIRMAN OLSON: Oh, public comment. Public
23 comment.

24 MR. LIOTTA: It would be impossible for me not
25 to comment, right?

1 CHAIRMAN OLSON: Please -- please introduce
2 yourself. We don't know -- might not know who you
3 are.

4 MR. LIOTTA: Matt Liotta, 93 Lake Mist Court,
5 St. Johns.

6 Yeah, we -- we did go through an election
7 cycle. I obviously participated in a number of
8 ways in that election cycle, and change was what
9 was on everybody's mind. There's been extensive
10 discussions in SAAPA, here with the tenants and
11 everything also, and that is what people want to
12 see, is -- is immediate change.

13 And immediate change doesn't require immediate
14 change of people, but it does require immediate
15 change of -- of behavior. So, I think that's what
16 we want, is change.

17 And if -- you know, if there's a contract
18 ending, so be it. You know, if someone's
19 resigning, so be it. You know, whatever the
20 situation is that causes the people to change is
21 independent of the change that the people want
22 here. We want more hangars. We want more
23 businesses. We want to be pro growth, pro
24 economic development. Thank you.

25 CHAIRMAN OLSON: Okay. Oh, one more comment.

1 MR. HERNANDEZ: Galin Hernandez, 3501-B,
2 Ponce de Leon, St. Augustine.

3 On the issue of the -- of searching for an
4 executive director, be very careful on going too
5 quick and shooting yourself in the foot. Now, that
6 being said, just because it terminates in one spot,
7 you could still use a temporary executive director
8 if the contract isn't extended to give you a little
9 bit more time. Just because it's ending at one
10 spot doesn't mean you have to make an immediate
11 decision.

12 So, also take into account the possibility,
13 not that it's required, of someone coming in
14 temporary, maybe from within staff or from outside,
15 just to cover until the correct decision is made.
16 Experience is very important, especially experience
17 in the local level. Thank you.

18 CHAIRMAN OLSON: Yes. Thank you.

19 Okay. No other comments, we'll ask for a
20 vote. And, let's see, do we do a -- do we do an
21 individual call name vote or how would we do this?
22 What would be the procedure? Again --

23 MS. LIOTTA: I -- I would suggest, based on
24 what I read in -- that we go one at a time.

25 CHAIRMAN OLSON: Call vote.

1 MS. LIOTTA: Yeah.

2 CHAIRMAN OLSON: Okay. I'll go
3 alphabetically. Ms. Cash-Chapman --

4 MS. CASH-CHAPMAN: Oh, stop doing that.

5 MR. BURNETT: And very quickly,
6 Mr. Chairman --

7 MS. LUDLOW: State the --

8 CHAIRMAN OLSON: Oh.

9 MR. BURNETT: I just want to make sure the
10 record's clear as to what the motion is --

11 CHAIRMAN OLSON: Oh, yes.

12 MR. BURNETT: -- and the second is so that
13 then staff has the direction to know what they're
14 supposed to accomplish.

15 CHAIRMAN OLSON: Ms. Liotta, would you restate
16 your motion?

17 MS. LIOTTA: I think the motion was to start a
18 search for an executive director starting I guess
19 at the expiration of the current contract --

20 CHAIRMAN OLSON: Okay.

21 MS. LIOTTA: -- specific -- and specifically
22 working with our existing search firm to drop the
23 deputy director search in favor of an executive
24 director search.

25 CHAIRMAN OLSON: Okay. Is that clear enough,

1 do you think?

2 MR. BURNETT: Yes, sir. And I guess implicit
3 in that is staff would then contact the existing
4 firm, get the existing firm to modify the proposal
5 to fit the search for the chief executive.

6 CHAIRMAN OLSON: I think I'd probably need to
7 do that, since it's a -- it's a -- it's a process
8 that's going to extend. It needs board oversight,
9 probably, so I --

10 MR. BURNETT: And -- and I guess does that
11 proposal then, as soon as you can accomplish it,
12 come back to the --

13 CHAIRMAN OLSON: Yes.

14 MR. BURNETT: -- Authority for review and
15 consideration?

16 CHAIRMAN OLSON: Yes. It -- every -- it will
17 be -- the process, the progress, the arrangements
18 will all be back with the board.

19 Unless someone else on the board wants to take
20 that responsibility. We've been working with this
21 firm. A lot of the work they've done is
22 translatable to a shift, because we were at the
23 point where we had -- I'm probably saying more than
24 I need to right now.

25 We had three very promising finalists, one in

1 particular, but they -- they suddenly backed out
2 towards the end and we were not able to close a
3 deal with any of them. And so we are really at the
4 point, aside from this motion, to have them
5 readvertise. But again, a lot of the work has been
6 done, so it's not starting at square one.

7 So we have a motion that's been clarified,
8 further restated, and we have a second.

9 MS. CASH-CHAPMAN: Can I just clarify one
10 thing before --

11 CHAIRMAN OLSON: Okay.

12 MS. CASH-CHAPMAN: -- before I vote? That the
13 current contract is up in June and that there -- we
14 have exceeded all of the extensions for that
15 contract. So regardless, we would need a new
16 contract come June regardless of who that contract
17 goes to; is that correct?

18 MS. LIOTTA: Correct. We have to do
19 something.

20 MS. CASH-CHAPMAN: Okay. Then --

21 MS. LUDLOW: But I have one question. Did --
22 then do we get -- does somebody approve the RFP
23 that goes out? Because we may want that to sound
24 differently since this is the dawning of the new
25 airport.

1 CHAIRMAN OLSON: You -- it's a prospectus that
2 goes out. It goes online, and the answer is yes,
3 if you want it formally approved before we act on
4 it, then we would be waiting till the 30th.

5 The prospectus is actually -- for the deputy
6 has been posted and they would tweak it for
7 executive director. We can do that. It would --
8 it would -- it would delay the release of it a bit,
9 but that's certainly something that can be done.

10 MS. LIOTTA: Can those be amended after
11 they're issued out if there's an update?

12 CHAIRMAN OLSON: I don't know. I'm not sure.

13 MS. LIOTTA: Well, regardless, I'm personally
14 comfortable delegating that to you to work with
15 that search firm to get that work done since you've
16 been doing it for the deputy director position.
17 And that -- so that would be my point of view.

18 MS. CASH-CHAPMAN: I agree. I think it goes
19 back to what we talked about, delegating some
20 things so that we can move on and not wait month to
21 month for these things.

22 CHAIRMAN OLSON: Okay. And if it's re -- let
23 me just say, if it is reposted before the 30th for
24 an executive director search, we can have staff
25 inform the entire board that it's up online and you

1 can go to the ADK website and look at it.

2 This is where all the important airport jobs
3 in the country are posted. There's about --
4 there's, I would say 25, 30 positions across the
5 country that appear at any given time on that.

6 MS. LUDLOW: ADP?

7 CHAIRMAN OLSON: ADK. ADK. Okay. So we're
8 back -- oh, Mr. Clarke.

9 MR. CLARKE: I would just like to comment. I
10 would like to talk to that firm about the chief
11 financial officer position that we have not yet
12 approved, if it's okay with you.

13 CHAIRMAN OLSON: Yes. I will mention that to
14 you and -- to them and we'll provide -- I guess can
15 I provide that directly to you? I'm not sure what
16 the -- I can provide -- we could give you the
17 contact. Why don't I do this. Why don't I have
18 the principal working with us contact you.

19 MR. CLARKE: That would be fine, yeah. Then
20 I'll have more of the information for the -- you
21 know, when I do propose that we create that
22 position. It would be -- it would be very helpful,
23 actually.

24 CHAIRMAN OLSON: Okay. So we're going to vote
25 on the motion. Ms. Cash-Chapman?

1 MS. CASH-CHAPMAN: Yes, I vote to move forward
2 with starting a new search or starting a -- opening
3 a search for a --

4 CHAIRMAN OLSON: You're -- you're actually
5 voting for the motion as stated.

6 MS. CASH-CHAPMAN: Yes.

7 CHAIRMAN OLSON: The motion that's been
8 stated.

9 MS. CASH-CHAPMAN: Yes.

10 CHAIRMAN OLSON: Okay. Mr. Clarke?

11 MR. CLARKE: Aye.

12 CHAIRMAN OLSON: Ms. Liotta?

13 MS. LIOTTA: Yes.

14 CHAIRMAN OLSON: Ms. Ludlow?

15 MS. LUDLOW: Yes.

16 CHAIRMAN OLSON: Okay. That motion is
17 carried.

18 MS. LIOTTA: Do you need to vote?

19 CHAIRMAN OLSON: Oh, yes. I vote yes. Thank
20 you.

21 MR. BURNETT: Mr. Chairman, just one quick
22 legal issue.

23 The -- when you contact the firm, I don't know
24 the financial implications of the dollar amounts
25 we're talking about, but it may be that the actual

1 dollar amount that they have for their proposal for
2 doing this scope of work --

3 CHAIRMAN OLSON: Yeah.

4 MR. BURNETT: -- may exceed -- exceed the
5 dollar amount --

6 CHAIRMAN OLSON: What is the amount?

7 MR. BURNETT: -- allowed under the purchasing
8 policy, so it may need to come back to the board.

9 CHAIRMAN OLSON: Okay. What --

10 MR. BURNETT: So that aspect of it may need to
11 be on the agenda for the 30th.

12 CHAIRMAN OLSON: Yes. Good point. Good
13 point. What is that amount, so I would know that?

14 MR. BURNETT: I don't know.

15 MR. WUELLNER: Anything above 35.

16 MR. BURNETT: 35,000.

17 CHAIRMAN OLSON: So anything above the 35, it
18 likely will need to come back because it's a
19 modification of an assignment that is about that
20 amount. So, it likely will then. So it would not
21 proceed until the 30th and -- I mean, the actual
22 work.

23 Maybe -- maybe some of -- maybe they're
24 willing to do some of the groundwork since we're
25 existing clients, but the actual...

1 Okay. Good -- good point.

2 Okay. So, let's see. We have -- the next
3 thing here is -- oh, we've gone through member --
4 have we gone through -- have we -- let's see.
5 Ms. Ludlow, we have not gotten your member -- your
6 member comment or -- and report.

7 MS. LUDLOW: Right. And I think I want to
8 follow Jennifer's lead and add something to the
9 agenda.

10 Since this part has gone this far, then I
11 think another facet should be added to the agenda.
12 We've all agreed that we are going to look for a --
13 another executive director, and I would make a
14 motion that his responsibili-- his monetary
15 responsibilities and commitments should be
16 shortened for this amount of time for his remainder
17 of time.

18 CHAIRMAN OLSON: Wait. I -- I'm not sure I'm
19 exactly understanding.

20 MS. LUDLOW: Okay. I make a -- okay. If I
21 add a -- if I want to add something to the
22 agenda -- apparently I can, just like Jennifer did,
23 right? And due to our discussion now, and tell me
24 if I'm wrong, we all at this table have agreed to
25 do a -- a search for an executive director.

1 Okay. If we have all agreed to do a search
2 for an executive director, I think we should take
3 an action to limit the monetary commitments that
4 the executor now has.

5 Right now, he can -- he can sign anything up
6 to a hundred thousand dollars and he can make any
7 commitment for this airport that he wants to.
8 We've all said we're going to look for another
9 director. I think there should be some limits on
10 what he can do since he knows we are looking at --
11 for another director.

12 CHAIRMAN OLSON: Isn't board authorization
13 required for virtually anything that exceeds --

14 MS. LUDLOW: No, it is not.

15 CHAIRMAN OLSON: I don't know --

16 MS. LUDLOW: Nothing. Nothing. It is -- all
17 right. Ed -- Ed has carte blanche to spend a
18 hundred thousand dollars --

19 MR. WUELLNER: No, I do not.

20 MS. LUDLOW: What is the amount?

21 MR. WUELLNER: 35.

22 MS. LUDLOW: 35. That 35 -- you can spend
23 35,000 without board approval.

24 MR. WUELLNER: As long as it's in the budget,
25 yes.

1 MS. LUDLOW: If it's in the budget, right.

2 MR. BURNETT: And he --

3 MS. LUDLOW: He can also sign -- damn phone.
4 He can also sign a commitment for an airline or a
5 for a motel, or he can sign any other commitments
6 without board approval.

7 CHAIRMAN OLSON: I --

8 MS. LUDLOW: Yes, he can.

9 CHAIRMAN OLSON: Mr. Burnett, do you want to
10 add more clarity to what --

11 MS. LUDLOW: Reba's trying to say?

12 MR. BURNETT: I think that the challenge you
13 have with the proposed motion is that you have
14 policies in place right now, and to do the proposed
15 motion, it would seem like it changes policies that
16 are effective right now without any certain -- for
17 example, most of the time when you change a policy,
18 you have a redline here and you're looking at what
19 the changes are.

20 It sounded like Ms. Ludlow's initial comments
21 were related to shortening Mr. Wuellner's actually
22 con -- actual contract --

23 MS. LUDLOW: No.

24 MR. BURNETT: -- or in -- in that way. But
25 the longer she spoke, then I realized it was

1 related to powers.

2 As long as it's not related to his employment
3 agreement, obviously that's a binding agreement,
4 terminating that causes damages, subjects the
5 airport to liability.

6 MS. LUDLOW: Right.

7 MR. BURNETT: On the issue of the policy,
8 changing policy, I'm not sure the specific areas of
9 a policy -- you could always have an employee sign
10 something without the authorization of the local
11 government governing body and that may or may not
12 be an effective agreement because of your sovereign
13 immunity and those kinds of things. There's a
14 whole body of case law.

15 Not to get too far afield, but as an example,
16 sometimes local governments issue a building permit
17 for someone that's in front of the Coastal
18 Construction Control Line where they shouldn't
19 have. They void the permit after the fact and stop
20 work from constructing.

21 I guess the question is whether or not you
22 were confronted with that type of situation where
23 he did something outside of the policy. But
24 otherwise, you have a policy that limits the
25 executive director's power -- policy -- power under

1 the policy. So I'm not sure of the specific
2 language you are wanting to change or not. I was
3 trying to look and see what's in there.

4 The earlier issue of the purchasing power or
5 spending limit of \$35,000 in the RFQ for his
6 replacement would also relate to his power under
7 the purchasing policy without bringing it back to
8 the Authority.

9 MS. LUDLOW: Okay. Can he sign an agreement
10 with an airline right now?

11 MR. BURNETT: Those items always in --
12 historically have always come to the
13 Airport Authority board for review and
14 consideration.

15 MS. LUDLOW: Has he already not made some -- a
16 deal with another airline right now?

17 MR. WUELLNER: Nothing that's in writing and
18 to you yet.

19 MS. LUDLOW: Pardon me? I can't hear you, Ed.

20 MR. WUELLNER: Have no agreements with anyone
21 at this point that have not come to you.

22 MS. LUDLOW: Then why does Atlantic know that
23 they have to order more fuel for May 5th because
24 we're going to have an airline coming in?

25 MR. WUELLNER: I can't speak to what

1 Atlantic's arrangements are with anyone.

2 MS. LUDLOW: Does somebody understand what I'm
3 trying to say? Does this board understand what I'm
4 trying to say?

5 MS. CASH-CHAPMAN: It sounds to me, and
6 correct me if I'm wrong --

7 MS. LUDLOW: They can't hear you.

8 MS. CASH-CHAPMAN: I'm sorry. Can you hear
9 me? I don't know if it's working. I don't know.

10 It sounds to me like what you're trying to say
11 is that for the remainder of Mr. Wuellner's
12 contract, you would like to ensure that he is not
13 signing any contracts that bind us to anything
14 moving forward and that you do not want him to have
15 the ability to sign checks or spend up to a
16 cert- -- I don't know what amount you had in your
17 mind, but up to a certain amount without our
18 approval. Is that what I'm understanding?

19 MS. LUDLOW: Yes. I didn't know it was
20 \$35,000. I thought -- I understood it was a
21 hundred thousand. And that was a whole different
22 ballgame, so I don't know if it's listed somewhere
23 else that he has authority up to a hundred
24 thousand. We never know what the treasurer did,
25 actually, so we don't really know. But yes, go

1 ahead, Jennifer.

2 MS. LIOTTA: Well, it sounds like there may be
3 two issues here.

4 One is a long-term contract -- of, you know,
5 outside of an ordinary lease or like those things
6 going to come before the board for approvals, but
7 there may be issues of negot- -- even negotiating
8 new long-term arrangements with third parties
9 without the board's, you know, knowledge/permission
10 to enter into those negotiations. Because if --

11 MS. LUDLOW: Exactly. So he -- he should not
12 be able to do that from this point on. If -- if
13 you -- if the board is unanimously agreed to put
14 out a search for a new executive director, why are
15 we giving him the authority to negotiate deals?

16 MS. CASH-CHAPMAN: I think it comes down to
17 the fact that we're not terminating him. We're
18 allowing --

19 MS. LUDLOW: I understand that.

20 MS. CASH-CHAPMAN: -- him to finish out his
21 contract. So --

22 MS. LUDLOW: Do you understand what he can do
23 to the airport?

24 MS. CASH-CHAPMAN: I -- I do, but I'm just
25 trying to make it clear so that everyone is on the

1 same page that I think that is why we're having a
2 hard time kind of understanding what you would be
3 comfortable with. So I'm not against it, I'm just
4 trying to clarify that that's what we're saying
5 here, that --

6 CHAIRMAN OLSON: I just want to add the
7 observation. We have an operating airport. We
8 have to maintain continuity of operations. We --
9 we have an executive director that is on the job
10 and is continuing that job to -- to complete the
11 contract period.

12 We've had a long-term, very long-term
13 relationship, the community, this board, past
14 boards, with -- with this executive director. We
15 have the controls in place that have just been
16 mentioned that require board action for anything
17 significant.

18 So I would just say I think this is a --
19 our -- our focus now is to have as smooth a time
20 going forward as possible while we achieve what the
21 new board -- newly constituted board has decided to
22 do.

23 MS. LIOTTA: Well, I -- I agree that the
24 director and all the staff, they need to be able to
25 do their jobs, and part of those jobs is going to

1 be entering into what might be preliminary
2 discussions with a third party about any number of
3 things. That's part of the job and, you know, then
4 that's how you figure out new opportunities, and of
5 course the executive director is an important part
6 of that.

7 I do think regardless if there's a -- you
8 know, I think we should be having this conversation
9 even if there wasn't a new search, because at what
10 point does the board want to be informed and give
11 the green light to something that's starting to
12 look serious?

13 Because that, you know, is like opportunity
14 cause at least of do we talk -- do we pursue this
15 potential deal or that potential deal if the board
16 doesn't know and have --

17 CHAIRMAN OLSON: Yeah.

18 MS. LIOTTA: -- a chance for input on it
19 earlier in the process before a contract is, you
20 know, like, here, this is ready for approval and it
21 just kind of pops up. That's -- I don't think
22 that's the greatest process.

23 CHAIRMAN OLSON: Well, of course as just
24 following up on what was just said, we have doubled
25 the frequency of our board meetings, which will

1 make reporting and hearing from staff on any
2 arrangements and movement of anything on the
3 horizon more frequent, those reports.

4 MS. LIOTTA: Right. But we -- we don't know
5 if we don't know, so maybe --

6 CHAIRMAN OLSON: Yeah.

7 MS. LIOTTA: -- we should, you know, make a --
8 a request of the, you know, staff to, you know,
9 have -- make the board aware of something that's
10 like maybe ready to start drafting on.

11 You know, if it's serious, if it's getting to
12 the point of an LOI or actually getting to drafting
13 an agreement, you know, at what point does the
14 board want to become aware of these things and have
15 input before, you know, a final contract ready to
16 be signed?

17 CHAIRMAN OLSON: Okay. Any other discussion?
18 We've gone through member comments and reports.
19 The next thing on the agenda is adjournment.

20 MS. LUDLOW: No, I get to finish my --

21 CHAIRMAN OLSON: Oh, I'm sorry --

22 MS. LUDLOW: No.

23 CHAIRMAN OLSON: -- you're not done.

24 MS. LUDLOW: Yes. No, remember I said I was
25 speaking to the motion and to something else. I

1 wanted to say something as -- as a -- just say
2 something at the end of the meeting.

3 So, as far as I'm concerned, again, the board
4 has spoken. So I guess we all had a little
5 surprise tonight, but I just want everyone to know
6 that I am on this board to represent the airport,
7 the tenants, the airport proper, the general
8 aviation, and the people that elected me.

9 So whether I agree with what this board does
10 or not, my heart and soul will still be fighting
11 for the people out there. So, I just -- I just
12 want everybody to be assured of that, that I have
13 their back, no matter what. And that's all I
14 wanted to say.

15 And what else I was going to say is I've been
16 flying for 38 years, so I've been going to these
17 board members for over 30 years, but -- and I've
18 been lame duck before, but it's okay, I can take
19 care of it. I'm definitely the oldest and the more
20 seasoned one.

21 CHAIRMAN OLSON: Thank you.

22 MS. LUDLOW: But I'm the most fun.

23 CHAIRMAN OLSON: Anything else to report?

24 MS. LUDLOW: No.

25 CHAIRMAN OLSON: Okay. So, no -- there being

1 no further business, we'll stand adjourned.

2 (Meeting adjourned at 6:34 p.m.)

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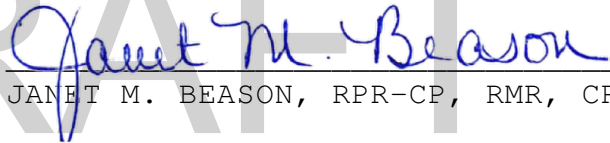
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REPORTER'S CERTIFICATE

STATE OF FLORIDA)
COUNTY OF ST. JOHNS)

I, JANET M. BEASON, RPR-CP, RMR, CRR, certify that I
was authorized to and did stenographically report the
foregoing proceedings and that the transcript is a true
record of my stenographic notes.

Dated this 23rd day of January, 2023.


JANET M. BEASON, RPR-CP, RMR, CRR

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