

ST. JOHNS AIRPORT AUTHORITY

Regular Meeting

held in The Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Monday, January 30, 2023

from 9:00 a.m. to 12:15 p.m.

* * * * *

BOARD MEMBERS PRESENT:

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

* * * * *

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

2 CHAIRMAN OLSON: Okay. 9 a.m. Call to order.

3 We'll do the pledge.

4 (Pledge of Allegiance.)

5 MEETING MINUTES

6 CHAIRMAN OLSON: First item, meeting minutes.

7 We have two -- two sets of minutes, one from

8 January 13th, strategic business plan workshop.

9 That was a fairly long meeting, so the transcript
10 is excruciatingly long. It takes a while to

11 look -- go through it. But I think very -- very

12 useful record of that. There were three board

13 members at that meeting.

14 Do we have any questions or comments or --
15 about that -- those minutes, other than having them
16 approved? Anything?

17 (None.)

18 CHAIRMAN OLSON: No? Okay. They'll stand
19 approved as presented. January 9th Authority
20 meeting, any comments/corrections on those minutes?

21 (None.)

22 CHAIRMAN OLSON: Hearing none, they stand
23 approved.24 FINANCIAL REPORT

25 CHAIRMAN OLSON: Financial report. And I

1 guess I look to our treasurer to -- for comments,
2 along with anyone else on the financial report.

3 MR. CLARKE: All right. I'm referencing
4 the -- the financial statements as of
5 December 31st, 2022 with one caveat that I'll
6 explain.

7 Our total cash position is \$4.8 million. Our
8 total liabilities are \$1.5 million. So we are in a
9 good solid cash position with our current assets
10 exceeding current liabilities. Our year-to-date
11 net income is a negative \$289,088.

12 And the reason I'm recommending that we defer
13 approving these financial statements at this time
14 is that there are -- they're waiting for the
15 auditors to conclude their -- their work.

16 There are several accounts on the balance
17 sheet, short-term liability accounts, that have --
18 have -- need the balances to be reconciled so those
19 accounts can go to zero and it may positively
20 affect the Authority's net income. It appears that
21 it will positively affect it. Not in a cash way,
22 but book net income.

23 So I'm going to recommend that we defer
24 accepting these until we can get the -- the
25 completed work.

1 CHAIRMAN OLSON: Okay. Thank you. Other
2 comments on the financials?

3 (None.)

4 CHAIRMAN OLSON: Okay. We will take our
5 treasurer's recommendation to defer approval of the
6 financials at this point.

7 AGENDA APPROVAL

8 CHAIRMAN OLSON: Agenda approval. I would
9 like to move one item on the agenda. I would like
10 to move the executive director search matter to
11 happen before the airport committee charters.

12 We have a representative of ADK here, and I'd
13 just like to do that for his convenience as well as
14 I think the charter thing -- committee charter
15 thing may take some time. So, any other --

16 MS. LUDLOW: No, but I would suggest you move
17 it to the beginning, if you'd like.

18 CHAIRMAN OLSON: Well, we're almost there, but
19 I think the legal is probably even higher priority
20 than -- than that. So, I mean --

21 MS. LUDLOW: Oh, I agree.

22 CHAIRMAN OLSON: So -- okay. So we'll proceed
23 on it with that agenda modification.

24 STAFF REPORT

25 CHAIRMAN OLSON: We'll go to staff report.

1 MR. WUELLNER: Just got a couple of items for
2 you.

3 The Taxiway B work has been ongoing. It
4 started the day after the last meeting, in fact.
5 Paving work is basically complete at this time;
6 there's just a small amount of work to be done
7 there. Will probably be another 30 days or so
8 before the work is completely finished, as they
9 begin efforts to get the electrical replaced on the
10 taxiway edge lighting in that section. Otherwise,
11 that project proceeded pretty much as planned at
12 this point.

13 Did want to make you aware, based on a policy
14 of three- to eight-month laddering strategy that
15 related to the Authority's reserve or our surplus
16 cash, would have a suspense of three months and
17 greater in \$500,000 increments to allow investment
18 in those. The range of -- rate of return is
19 ranging from 4.15 -- 4.15.

20 I did -- just saw the six-month number. It's
21 all the way up to 4.82 right now, so it would allow
22 continued flexibility. Literally at the end of
23 this, you would have one-month intervals with
24 \$500,000 in cash available every -- every month
25 after three months.

1 You still have 2.5 or thereabouts -- 2, 2.5 in
2 total cash available to the Authority -- I'm sorry,
3 1.5 still available plus the -- for 90 days, and
4 then you would have 500 additional you could make a
5 decision every month on.

6 And it would be our recommendation to just go
7 ahead with that. You don't really need to approve
8 it, it's consistent with our policy, but just
9 wanted to make you aware of it.

10 CHAIRMAN OLSON: Okay. Questions about the
11 staff report?

12 (None.)

13 BUSINESS PARTNER UPDATES

14 CHAIRMAN OLSON: Okay. We'll proceed to
15 business partner updates. Mr. Dean, welcome.

16 COMMISSIONER DEAN: Good morning.

17 MS. LUDLOW: Good morning, Commissioner Dean.

18 COMMISSIONER DEAN: First of all, I want to
19 congratulate the three of you who have joined the
20 airport board based on the previous elections last
21 fall. And I know it will be fun, challenging, and
22 I'm sure productive.

23 (Mr. Burnett joins the meeting.)

24 COMMISSIONER DEAN: And a little quick history
25 for those -- and I have not met the three of you

1 who are the recent -- most recent members. I've
2 worked with Bob and Reba, but a little perspective.

3 I'm the District 5 commissioner, but that's
4 not why I'm the liaison to the -- to the airport
5 board. It's really because each year our
6 chairman -- we have five commissioners, obviously
7 y'all know that, who rotate. Each year, we have a
8 new chairman and that chairman appoints the
9 commissioners to various and sundry boards,
10 advisory boards, like the library advisory board,
11 the recreation and parks advisory board. And so,
12 since I was first elected in 2016, I have served as
13 the county liaison to the airport board.

14 So, what does that mean? Well, for me, it
15 means, I think it's important that the
16 Airport Authority board and the county
17 commissioners stay in touch with what's going on.

18 We work -- I think that at times we work
19 together because we both are seeking some of the
20 same objectives in my opinion. Economic growth,
21 making sure that things run smoothly for you as an
22 air -- as a regional Airport Authority board.
23 Where can I help? Where can we as a commission
24 help?

25 And so, I'm basically here to give each month,

1 at least when I'm not sick like last month, but
2 nevertheless, a quick report and then answer any
3 questions that you might have.

4 But let me make it clear that you certainly
5 can reach out to me any time that you want to ask a
6 question, strategize on anything. But that's -- I
7 consider that my role, to be as helpful as possible
8 on behalf of the county to make your board and this
9 airport a success. And I will continue to serve in
10 that role until I get kicked off by any new
11 chairman, which could have. I may be assigned to
12 other boards.

13 But I really enjoy working with the airport,
14 and y'all do a fantastic job and it's an important
15 part of our economic activity and service you
16 provide, particularly to the large number of pilots
17 who use this as the home base for their flying
18 activity be it sport, commercial, or otherwise.

19 So, with that said, I want to give sort of a
20 quick promo for a couple of things coming up in the
21 month of February. Most of you know, a lot of you
22 know, February is Black History Month in our
23 country, let alone our county, and we have
24 Fort Mose last year put on an inaugural rhythm and
25 jazz, rhythm and blues program that was over the

1 top. It was fantastic.

2 There -- there are artists that come from all
3 over the country that participate, and that happens
4 again this February. And it's a great show and
5 it's at the Fort Mose park and it's a wonderful
6 several-day event. And I would welcome any of you
7 and the audience that are interested to try to make
8 at least one show. It's fabulous.

9 The other thing that's coming up in February,
10 and I say this a little bit tongue in cheek, is
11 that one of my favorite artists is coming back to
12 the amphitheatre.

13 The amphitheatre is one of the greater
14 successes we've had in the county since we actively
15 as a county took it on and built the amphitheatre
16 and manage it. We've had tremendous success as far
17 as the number of people in attendance.

18 In the first six months of 2022, we were the
19 number one amphitheatre in the country for ticket
20 sales for the first six months. Now granted,
21 Red Rocks had a -- had a low count because it was
22 showing in Colorado. The fact is all the other
23 venues, we beat and it's really fantastic.

24 So I think it's February 23rd, 24th, and 25th
25 one of my favorite artists, Willie Nelson --

1 MR. TOPP: Amen.

2 COMMISSIONER DEAN: -- is coming to the
3 amphitheatre with his band, his family, and it's a
4 wonderful show. But it's kind of interesting,
5 because he's actually performing on a Friday night
6 and Sunday night. What's happening on Saturday?

7 MS. LUDLOW: Right.

8 COMMISSIONER DEAN: The Beach Boys. And I
9 have to share with you -- this is why I say this is
10 tongue in cheek in a way -- is that the reason that
11 it's Willie Nelson, Beach Boys, Willie Nelson is
12 that if you were 90 years old, you'd need a day
13 off, too, to recover from the Friday night show.
14 So Willie just turned 90 this year. But he's still
15 performing, but he needs a day off to rest. So
16 he'll be there two nights with the Beach Boys in
17 between.

18 So I share all that with you just to say I'm
19 here to help to the extent we can as a county
20 commission to make your -- your job a success. So
21 I'll answer any questions that you have this
22 morning, otherwise I look forward to working with
23 you at least the next year, if not beyond,
24 depending on our rotation.

25 CHAIRMAN OLSON: I just have a comment based

1 on what you said.

2 Red Rocks has harder seats than The Amp here.
3 You're sitting on stone at Red Rocks, if anyone's
4 been there. People have to bring stadium chairs
5 with them when they come to --

6 COMMISSIONER DEAN: Well, we beat them,
7 though, in the winter because it's a little
8 chillier there than here --

9 CHAIRMAN OLSON: Oh, absolutely.

10 COMMISSIONER DEAN: -- in the summertime it
11 skyrockets.

12 CHAIRMAN OLSON: Okay. Other -- are there any
13 questions for Commissioner Dean?

14 MR. CLARKE: A comment for you, Mr. Dean.

15 One of our items on our agenda today is the
16 creation of a master planning committee, and one of
17 the provisions in there, it provides for
18 representatives of obviously the airport community,
19 the public at large, and agencies of the -- of the
20 St. Johns County government, including yourself if
21 you should choose to participate. But -- so I
22 would ask you to help us identify the appropriate
23 people from the government agencies that may be
24 part of that plan.

25 COMMISSIONER DEAN: I'll be glad to do that.

1 I can coordinate with Bob, if you wish.

2 MR. CLARKE: Yep.

3 CHAIRMAN OLSON: Actually, that reminds me.

4 The number one committee that we have is an
5 audit committee on the docket to look at. And I
6 think one of ideal people, whoever chairs that
7 audit committee, would be to try to have -- see if
8 Jesse Dunn might sit in on it. He is just
9 fabulous.

10 COMMISSIONER DEAN: Yeah.

11 CHAIRMAN OLSON: He's the OMB director at the
12 county. I mean, he --

13 MR. CLARKE: Yeah.

14 CHAIRMAN OLSON: -- would have wonderful
15 input.

16 MR. CLARKE: Yeah.

17 COMMISSIONER DEAN: I'll certainly reach out
18 to Hunter Conrad, our administrator, and Jesse and
19 see if we can't make that happen.

20 CHAIRMAN OLSON: Yeah, he's super, and I think
21 he would --

22 COMMISSIONER DEAN: He gets pretty busy in the
23 springtime --

24 CHAIRMAN OLSON: Yeah, yeah.

25 COMMISSIONER DEAN: -- because he's putting

1 together our somewhat large for our little county
2 budget, so -- but to the extent he has time
3 available, that would be good.

4 CHAIRMAN OLSON: Yeah. Okay. Thank you.

5 MR. CLARKE: Could get copies of this
6 charter --

7 MS. LUDLOW: Thank you, Henry Dean. Good to
8 see you again.

9 COMMISSIONER DEAN: Yeah.

10 MS. LUDLOW: Can everybody out there hear me?

11 MR. CLARKE: Yes.

12 MS. LUDLOW: Okay. Good. Well, I almost
13 couldn't hear Ed while he was speaking. I could
14 not hear Dennis while he was speaking because if
15 you don't speak into the microphone, it doesn't get
16 recorded.

17 MR. CLARKE: Okay.

18 MS. LUDLOW: At that -- okay.

19 CHAIRMAN OLSON: Okay. Moving on to
20 Atlantic Aviation.

21 MS. HARTMANN: No comment.

22 CHAIRMAN OLSON: No report there. Mr. Riera
23 or Mr. Topp? Mr. Topp for SAAPA.

24 MR. TOPP: Yeah. Good morning, everybody,
25 Jaime Topp, president of SAAPA.

1 Jose could not make it today, so I'm here and
2 congratulations to the three new members. I think
3 we're going to have fun with this.

4 Just real quick. SAAPA, we were talking in
5 the last meeting about the Part 139 also, and
6 hopefully we get there and do that because I think
7 that's going to help the -- the airport
8 tremendously. You know, try to do pancake
9 breakfasts and fly-ins and, you know, make the
10 location a point of interest to the community,
11 because we serve the community and we should do
12 something about that. Let them know that it's not
13 just a bunch of people with just airplanes, there's
14 a lot of other things here that can happen.

15 To that point, Dennis and I spent a little
16 time with Passero, and we were talking about it and
17 walked out over here to this park, and the SAAPA
18 members, we are still very interested in helping
19 get that cleared out, talk about some sort of --
20 some way to do the security and open it up so
21 people can come and visit and use that park that's
22 over there. And I know that's something that
23 Ms. Chapman has some ideas about and I know that
24 Jennifer has talked about it, also.

25 Also, the EAA 600 -- is Jerry here? No.

1 They've got a bunch of ideas, also. And so, I'm
2 going to work with them if we can get to this
3 Part 139 situation and start doing some things and
4 also the park.

5 And that goes also to Reba's -- the
6 Aerospace Academy and we want to interface those
7 three entities and -- you know, I had an airport in
8 Tampa and we used the CAA or the -- yeah, the CAA a
9 lot, and they would come out in their uniforms, you
10 know, and park cars and do different things and
11 park airplanes and it worked out real well. And
12 actually we started that before Sun 'n Fun, and we
13 really kind of had the first Sun 'n Fun at our
14 airport.

15 So, the other thing I wanted to say, there's
16 also a -- an air show at Jax Beach that we want to
17 look at and see what happens there, because I think
18 that's something we could look at for us once we
19 get to the point we can have one here, because I
20 know we used to have them here before I moved up
21 here and that sounds really good.

22 MS. LUDLOW: What's the date?

23 MR. TOPP: You know, I don't know. I'll put
24 it out there. I think it's -- does anybody know
25 the Jax Beach air show date? No? Okay.

1 And the last thing is, is that SAAPA really
2 wants to let you know that we can interface with
3 the Authority in any way, shape, or form that we
4 can help grow this community, grow this airport,
5 and we've got a lot of guys and ladies that are
6 members now and it's been growing quite a bit, and
7 in fact, our last Christmas party was the largest
8 one we ever had and it was great.

9 But we appreciate y'all hosting us on the
10 airport with our rent and all that, but whatever we
11 can do to help, we're here. Thank you.

12 CHAIRMAN OLSON: Thank you.

13 MS. LUDLOW: Can I ask a question?

14 CHAIRMAN OLSON: Yeah, go ahead.

15 MS. LUDLOW: Jamie, would you explain to
16 everyone what Part 139 is?

17 MR. TOPP: Yeah. That's the access badge that
18 you have to have to get on the airport -- it's --
19 if I'm correct, yeah. It's -- right now because of
20 the airline that does or doesn't come in, you know,
21 we have the TSA issue and all of those things. And
22 if we can do away with that, that allows easier
23 access to the airport and better access to the
24 airport because, you know, it's just a public
25 airport. It's --

1 MS. LUDLOW: Do you know what steps you take
2 to --

3 MR. TOPP: Well, we can talk to the FSDO and
4 start that conversation.

5 And I know we talked about this at last
6 meeting here and I don't know if there's anything
7 there, but if there's anything I can do personally,
8 I know the folks up at the Atlanta FSDO and a
9 couple of others, and whatever I can do to help
10 move that along and do any research, you let me
11 know and I'll do it.

12 MS. LUDLOW: And so, what you're saying is
13 that Part 139 is -- is restrictive for -- for other
14 people coming in like --

15 MR. TOPP: Yeah, you have to have that
16 badge --

17 MS. LUDLOW: Yeah.

18 MR. TOPP: -- you know, to get in here.

19 CHAIRMAN OLSON: But don't we lose our 139
20 certification if we relax the --

21 MR. TOPP: Do we need it?

22 MS. LUDLOW: Well, Part 121 --

23 CHAIRMAN OLSON: Well, I don't know.

24 MS. LUDLOW: -- is commercial.

25 MR. TOPP: Yeah.

1 CHAIRMAN OLSON: Okay.

2 MS. LUDLOW: You don't have to have Part 139.

3 MR. TOPP: So what came up at our last meeting
4 last Sat- -- that Saturday was that there are
5 airports here running commercial operations without
6 139 in the country.

7 MS. LUDLOW: Isn't it Part 121?

8 MR. TOPP: Well, 121 is what regulates the
9 airline.

10 MS. LUDLOW: Oh, okay.

11 MR. TOPP: 139 is the law about the security.

12 MS. LUDLOW: Oh, I see. So if we didn't have
13 Part 139, one thing it would take away, TSA --

14 MR. TOPP: Oversight.

15 MS. LUDLOW: -- investigations and things
16 like --

17 CHAIRMAN OLSON: Okay. Thank you.

18 MR. TOPP: Thank you.

19 CHAIRMAN OLSON: Moving on, Northrop Grumman
20 representative? Northrop Grumman?

21 (Not present.)

22 CHAIRMAN OLSON: Not here today. Mr. Pittman,
23 air traffic manager, welcome.

24 MS. LUDLOW: Yay.

25 MR. PITTMAN: Good morning. My name's

1 Courtney Pittman. I'm the air traffic control
2 manager here at the tower.

3 A few thing -- items for us. Traffic has gone
4 down due to the Taxiway Bravo construction.
5 Usually we have a lot of cross-countries that come
6 in and do full-stop taxi-backs. They don't get
7 fuel; they just come here, land, taxi back to the
8 departure end of the runway, and they take off.

9 So that's been reduced due to the, like I
10 said, the Taxiway Bravo construction. And the way
11 the taxiways are aligned on either side is really
12 not conducive to a lot of pattern work, so that's
13 reduced our traffic load immensely. But as soon as
14 that -- we anticipate as soon as Taxiway Bravo's
15 done, we're going to -- it's going to be crazy
16 around here.

17 Any questions for me from -- I was -- this is
18 a last minute for me, so if you have any questions,
19 I'm ready to answer any questions and just let it
20 go from there. And welcome to all the new board
21 members. Some of y'all, I've seen before. Some,
22 this is the first time.

23 CHAIRMAN OLSON: Questions for Mr. Pittman?

24 MR. CLARKE: Yeah, I just have one question of
25 Courtney. You just confirmed, you do record ops by

1 runway; is that correct?

2 MR. PITTMAN: Negative.

3 MR. CLARKE: Oh, you don't. Okay.

4 MR. PITTMAN: Negative. No, we don't. What
5 we do is it's specific to if it's GA, air carrier,
6 air taxiway, military, IFR, VFR, and then
7 overflights.

8 MR. CLARKE: Okay.

9 MS. LUDLOW: Say that again.

10 MS. MARTIN: Overflights?

11 MR. PITTMAN: Overflights, that's correct.
12 Overflights is like -- like when the Navy go up and
13 down the river, that's an overflight. They don't
14 land here, they just transition down the river.
15 That's an overflight.

16 So it's air carrier, air taxi, GA, military.
17 Then it's broken down IFR, instrument flight rules,
18 to VFR, visual flight rules. But we don't break it
19 down any further than that. That's standard air
20 traffic control.

21 MS. LUDLOW: Okay. I got it. Oh, good.

22 Thank you.

23 MR. PITTMAN: Yes, ma'am.

24 CHAIRMAN OLSON: Yeah, thank you.

25 MR. PITTMAN: Anything else for me? That was

1 easy.

2 RESOLUTION 2023-01

3 CHAIRMAN OLSON: Okay. Moving on to new
4 business. Resolution 2023, security fencing gates
5 and access control.

6 MR. WUELLNER: Sure. This is the FDOT portion
7 of the upcoming or likely upcoming grants from FAA,
8 and it would provide for the DOT share. Just a
9 reminder that the FDOT share is date sensitive,
10 meaning you have to have a date established by
11 FDOT, in other words, execute the grant ahead of
12 being able to incur any eligible expenses against
13 the project.

14 We anticipate FAA funding on this over the
15 summer. It'd probably I would guess be out to bid
16 over the next couple of months for this job and
17 then prepare a grant application with the FAA so
18 that they can act on it over the summer, so...

19 And then I would guess the work based on the
20 timing of the grant some time in the fall.

21 CHAIRMAN OLSON: And this is replacement --

22 MR. WUELLNER: It's replacement.

23 CHAIRMAN OLSON: -- of security fencing?

24 MR. WUELLNER: Yeah.

25 CHAIRMAN OLSON: Okay.

1 MS. LUDLOW: Okay. I have a question.
2 Because I'm -- I read all that and I saw that if --
3 that we are contributing \$75,000 and -- well, just
4 contributing \$75,000.

5 So it's a total of a million five, but on the
6 chart that you gave us, the red indicates what you
7 are replacing, but what is the blue? Because
8 that's at the end of Runway 13, and I can't see
9 that we want chain link fence at the end of the
10 runway.

11 MR. WUELLNER: Yeah, there's no -- no fence
12 proposed at the end of the runway.

13 MS. LUDLOW: What is the blue line?

14 MR. WUELLNER: I think it was a special fence
15 that was being evaluated, but it's not in the
16 project. I'm not seeing it at this.

17 MS. LUDLOW: I can't read it.

18 CHAIRMAN OLSON: It says new -- new shoreline
19 fence.

20 MS. LUDLOW: New shoreline fence?

21 So, if we -- what I'm saying is if we -- the
22 grants are great, but we should have some say-so
23 about where the fencing is going.

24 MR. WUELLNER: The blue section is not in the
25 project as fencing.

1 MS. LUDLOW: Pardon me?

2 MR. WUELLNER: The blue section is not in the
3 project as fencing. It's on your drawing just
4 depicting it, the secured area, but it's not --
5 it's not fencing.

6 CHAIRMAN OLSON: So it's only the red.

7 MR. WUELLNER: Right.

8 CHAIRMAN OLSON: Only the red.

9 MS. LUDLOW: Okay. So what is the blue?

10 MR. WUELLNER: The blue was a frangible
11 fencing that was looked at a long time ago, but the
12 price and the like -- it's got to meet requirements
13 of being in the safety area, and there's no real
14 alternative at this point, so it will remain
15 unfenced at this point just as it is today.

16 MS. LUDLOW: So where the blue lines are
17 remains unfenced.

18 MR. WUELLNER: Correct.

19 MS. LUDLOW: Will remain unfenced.

20 MR. WUELLNER: Correct.

21 MS. LUDLOW: Okay. Thank you.

22 MR. WUELLNER: The exhibit's older. That's
23 why it's on there.

24 MR. CLARKE: Will that be the existing
25 perimeter?

1 MR. WUELLNER: Essentially. There are a few
2 tweaks in specific areas, but largely it's existing
3 fence line.

4 MR. CLARKE: So -- so if we acquire the
5 property on the northwest -- or northeast quadrant,
6 then we'll have to extend this current- -- new
7 fencing?

8 MR. WUELLNER: Depending on the timing at this
9 point, yes, it would have to be changed again when
10 you get the actual road alignment out there.

11 MR. CLARKE: Do we know how much per linear
12 foot it is?

13 MR. WUELLNER: It's not been bid yet.

14 MR. CLARKE: It hasn't? Okay. All right.
15 Thank you.

16 MR. WUELLNER: We'll have that number probably
17 April, early May.

18 MR. CLARKE: Okay.

19 CHAIRMAN OLSON: Okay. Any other discussion
20 about this resolution? And if not, is there a
21 motion?

22 MS. LUDLOW: Do we have to make a motion on
23 it?

24 CHAIRMAN OLSON: It's a resolution.

25 MR. WUELLNER: You have to adopt the

1 resolution.

2 MR. CLARKE: So move.

3 MR. WUELLNER: You would adopt the resolution.

4 MR. CLARKE: I'll move.

5 CHAIRMAN OLSON: Okay.

6 MS. LIOTTA: Second.

7 CHAIRMAN OLSON: We have a motion made and a
8 motion seconded. Mr. Clarke made the motion.

9 Ms. Liotta seconded the motion. All in favor?

10 MS. LUDLOW: Aye.

11 MS. LIOTTA: Aye.

12 MS. CASH-CHAPMAN: Aye.

13 MR. CLARKE: Aye.

14 CHAIRMAN OLSON: Aye. Opposed?

15 (None.)

16 CHAIRMAN OLSON: The resolution is passed.

17 AIRPORT LEGAL SERVICES SOLICITATION

18 CHAIRMAN OLSON: Now we go to airport legal
19 services solicitation. Ms. Liotta.

20 MS. LIOTTA: Yeah, I think this -- this will
21 be relatively quick.

22 I worked with -- after the last meeting, I
23 worked to get the RFQ adjusted, split it into two
24 as discussed, one for a general services and
25 another one just specifically for aviation.

1 Those are out. It was sent out specifically
2 to everybody who had previously responded and also
3 to the same general channels. The deadline for
4 responses is February 3rd. I've -- as I'm looking
5 at my e-mails last night, I didn't see any -- any
6 responses in yet. But at the next meeting, we'll
7 have had a chance to get them in and have looked at
8 them and -- for discussion and, you know, hopefully
9 be able to -- to select those two positions.

10 CHAIRMAN OLSON: Okay. So we are seeking --
11 the RFQ is seeking both a specialist firm
12 specializing in aviation law --

13 MS. LIOTTA: Yes, there's two separate RFQs.

14 CHAIRMAN OLSON: Okay.

15 MS. LIOTTA: One of them speaks to general
16 services and the other one only for the aviation
17 specialty.

18 CHAIRMAN OLSON: Okay. Okay. Any questions
19 for Ms. Liotta about that ongoing?

20 MS. LUDLOW: Yes.

21 CHAIRMAN OLSON: And we anticipate then on the
22 13th to --

23 MS. LUDLOW: 3rd.

24 MS. LIOTTA: Well, the responses will need to
25 be in by the 3rd so we'll have a chance to look at

1 them, and at the next meeting after that, we can --
2 I think the plan right now is to have people who
3 want to -- who did -- who did respond, if they want
4 to come in and do a short presentation and talk to
5 us before we make a decision, that would be -- that
6 would be the fastest way to get it done, is to do
7 it at the next meeting after that.

8 CHAIRMAN OLSON: Okay.

9 MS. LUDLOW: I do have a question. So you
10 separated them into general and aviation.

11 MS. LIOTTA: Correct. One of them is aviation
12 only and then other one is more of a general
13 counsel everything else.

14 MS. LUDLOW: And so, on general aviation,
15 would not be required and then in aviation, are you
16 requiring them to be St. Johns County based?

17 MS. LIOTTA: Well, both RFQs have a preference
18 for St. Johns County offices, yes, but there --
19 it's not an absolute requirement, but it is in
20 there as a preference.

21 MS. LUDLOW: Okay. Thank you.

22 CHAIRMAN OLSON: Any other discussion or
23 questions?

24 (None.)

25 CHAIRMAN OLSON: Okay. Thank you for the

1 update, Ms. Liotta.

2 MS. LIOTTA: I would make one more comment.

3 The RFQs were largely based on the most recent
4 RFQ from Orlando, which is within the last six
5 months. I thought it was a good guide and that's
6 actually what Mr. Burnett used -- Burnett used on
7 the first one.

8 There -- there was something of interest in
9 there that I wasn't able to put in ours. There was
10 a statement about their policy for what they pay.
11 And so it actually set forth the rates that the
12 airport was willing to pay as opposed to just the
13 providers giving the rates. So we don't have that
14 policy, so I didn't just copy and paste that over.
15 But I thought that would be very much interesting
16 and -- for us to look at as a guideline for hourly
17 rates.

18 I don't remember exactly offhand what it was,
19 but for the partner, like the top level billing
20 rate was somewhere, 465 I think was the number, per
21 hour, which was quite different than some of the --
22 the quotes we got on the first response.

23 So I think, you know, again we don't have that
24 as a set policy, but I think that would be -- would
25 be a good guide for us when we look at the

1 responses.

2 MS. LUDLOW: Okay. And one more thing. Can
3 the board have a copy of those RFQs?

4 MS. LIOTTA: Yes, I think --

5 MR. WUELLNER: They were sent to you via
6 e-mail.

7 MS. LUDLOW: The new ones?

8 MR. WUELLNER: Uh-huh.

9 MS. LUDLOW: The general and the aviation have
10 been sent to us?

11 CHAIRMAN OLSON: I'm not sure we received --

12 MS. LUDLOW: I don't remember anything like
13 that.

14 CHAIRMAN OLSON: I don't, either.

15 MS. LUDLOW: No, they weren't sent.

16 MR. BURNETT: I will forward them to you right
17 now. I -- I believe they were sent, but I'll make
18 sure.

19 MS. LUDLOW: And, Jennifer -- I mean, Mrs. --
20 Ms. Liotta, who will do the -- who is the committee
21 or who will choose or what will you do? What's the
22 procedure? You will ask them to come in and will
23 you ask them to meet with the board at some point?

24 MS. LIOTTA: Well, I think right now, I mean,
25 that's up -- that's up to the Authority, not

1 specifically me, but the -- I think the tentative
2 plan is to be able to have it on the agenda for the
3 next meeting for a selection so that anyone who's
4 applied can come in and make a presentation.

5 If we -- we'll know more after February 3rd
6 what total numbers we're looking at, and if that
7 seems really overwhelming, you know, if the
8 board -- if the Authority wants that to be
9 short-listed and wants me to work to do that, I'm
10 happy to do that, but, you know, we kind -- we
11 don't know what kind of response we're going to
12 receive right now.

13 MS. LUDLOW: Okay. So we'll get copies and
14 then we'll know after February 3rd how many
15 replied.

16 MS. LIOTTA: Yes.

17 MS. LUDLOW: Okay. Thank you.

18 ADK - EXECUTIVE DIRECTOR & CFO SEARCH

19 CHAIRMAN OLSON: Okay. Moving on, the next
20 item then would be executive director and CFO
21 search.

22 Following up on our previous meeting --
23 meeting, we have brought in today Blake Astran from
24 ADK. And the board has received some materials,
25 memorandum from me summarizing where we were with

1 board direction that we and the ongoing -- the work
2 for the deputy that we meet with ADK and seek out
3 proposal for a new search for executive director
4 and a new -- and a search for CFO.

5 Along the way, it became -- there was -- is an
6 option on the executive director's search, and that
7 is as summarized in the memorandum. Looking at
8 three -- the three top rank candidates for the
9 deputy -- yes?

10 MS. LIOTTA: I'm sorry to interrupt. Just a
11 small point of order. I think we accidentally
12 skipped public comment on the last two items.

13 CHAIRMAN OLSON: Oh. Oh, actions. Yeah,
14 public comment. Let's see. Which two items were
15 they? Oh, yes. Okay. So the security fencing.

16 MS. LIOTTA: Yes.

17 CHAIRMAN OLSON: Okay. Public comment -- oh,
18 yes. I'm sorry. Where is my comment sheet? Oh,
19 yeah, here.

20 MS. LIOTTA: I'm not sure there is any, but
21 yeah.

22 CHAIRMAN OLSON: We have a public comment,
23 yes, on those two items.

24 Mr. Liotta, you are signed up for -- I
25 apologize for overlooking that public comment on

1 the resolution regarding new security fencing as --
2 so have at it.

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

5 In regard to the fencing, we're a tenant over
6 at Hangar 5, which is an Atlantic-run facility. We
7 have a gate there now. The way the configuration
8 of the building is, is there's parking out front
9 and then there's a ramp behind. But you can't
10 access the parking without going through the gate,
11 and there's no easy way to interface with someone
12 who might be at the gate waiting. Unless they call
13 us or we happen to see them, we have no idea that
14 somebody's at the gate.

15 A better approach we think would be for the
16 gate to be at the side of the building when you
17 access the ramp and allow for public access to the
18 parking area. And so, as you consider changes to
19 the gate and the fencing, we'd like you to consider
20 making a change over there that would be better use
21 of the building.

22 CHAIRMAN OLSON: Is that fencing part of the
23 replacement right now? I'd have to look at the
24 map. Do we know if the fencing --

25 MR. LIOTTA: I don't think the public knows

1 what is the entire fencing project. But to the
2 extent that the Authority is considering what work
3 they're going to do on the fencing project and
4 seeking public funds to do that, we would
5 request --

6 CHAIRMAN OLSON: Okay.

7 MR. LIOTTA: -- that --

8 CHAIRMAN OLSON: Okay. So --

9 MR. LIOTTA: -- you know, improvements to it
10 would be done --

11 CHAIRMAN OLSON: Okay. It's part of the red
12 area, it looks like. So it may very well be we
13 need to -- I think the main thing is to take under
14 advisement your comments right now, and I'm not
15 sure what else we can do --

16 MR. LIOTTA: Right.

17 CHAIRMAN OLSON: -- other than --

18 MR. LIOTTA: And there may be other tenants
19 that know of similar situations at the airport
20 where if there was a modification to the fence and
21 the gating, that would be superior from their point
22 of view. Maybe you can solicit that. Maybe SAAPA
23 has some point of view.

24 But I know at least over at Hangar 5, we
25 actually stopped asking people to come to Hangar 5

1 and we now have to taxi over to Atlantic, because
2 it was just too challenging to actually have people
3 come and go through there.

4 CHAIRMAN OLSON: Okay. Thank you on that.
5 The input's gone into the record.

6 MS. LUDLOW: Would -- would that be a job just
7 for maintenance to do, just to move a gate?

8 MR. LIOTTA: I -- I don't know what the scope
9 is, but, you know, there -- there is a road that
10 goes from the parking lot to the ramp, and if the
11 fence could be resituated such that the gate is on
12 that road on the side of the building, I think
13 there is a way that you can make this happen.
14 Although, there might be other considerations, like
15 the next door over hangar, that might impact on how
16 you do this.

17 CHAIRMAN OLSON: Okay.

18 MR. LIOTTA: You might have multiple changes.

19 CHAIRMAN OLSON: So looks like that this input
20 that you have just made could be taken under
21 advisement in the -- in the final engineering
22 before this project is -- I mean, presumably
23 there's -- the next step is final plans and
24 contracting for construction or installation.

25 MR. LIOTTA: Right. I'm just not sure --

1 CHAIRMAN OLSON: Yeah.

2 MR. LIOTTA: -- how much of this has to be
3 figured out before you get the grant done.

4 MR. WUELLNER: If I may. It's already in
5 there.

6 CHAIRMAN OLSON: Oh, it is?

7 MR. WUELLNER: The accommodation's already in
8 there.

9 MS. LUDLOW: I'm sorry, I didn't hear you.

10 MR. WUELLNER: The accommodation of the fence
11 changing is already in the project.

12 MS. LUDLOW: Okay. Is that going to be in
13 2023 or 2024?

14 MR. WUELLNER: No, it's this current year. It
15 will be awarded or FAA grant is expected over the
16 summer and work would start this fall some time.

17 MS. LUDLOW: This fall.

18 MR. WUELLNER: But it's included.

19 CHAIRMAN OLSON: Okay. Good.

20 MR. LIOTTA: Great.

21 CHAIRMAN OLSON: Okay. And the other item
22 that you're on for that we've gone past is legal
23 services solicitation.

24 MR. LIOTTA: So, I have spoken to a number of
25 lawyers in the area in regard to this, and a number

1 of them commented that they weren't going to apply
2 because they had points of view on the history of
3 the airport and -- but what their points of view
4 are not relevant, but they felt like the past
5 history of the airport was not something they
6 wanted to sign up for.

7 And so, to the extent that the airport is
8 trying to make a change and do things a different
9 way in the future, maybe the Authority should
10 consider some sort of statement to send out with
11 this RFQ letting them know that you -- you are
12 seeking a different style approach and, you know,
13 ask them to consider applying. I just want you to
14 know that there's -- there's that point of view out
15 there.

16 CHAIRMAN OLSON: Okay. Thank you. Okay.
17 Back to executive search. Let's see.

18 So, I was explaining as a leadoff the
19 opportunity that -- sort of a direction that this
20 board now has an opportunity to -- to decide, and
21 that is whether -- on the executive director
22 search, whether a totally new search is mounted at
23 this point for executive director -- and you have
24 the proposal for that and ADK stands ready to do
25 that and you've seen their credentials -- or to

1 have a timeout or -- to consider the finalists for
2 the deputy post.

3 The qualifications of the three finalists
4 were -- a summary of qualifications were provided
5 to the board on Saturday. I apologize for that
6 coming out, but it was only late Friday that
7 Mr. Astran was able to confirm with -- that all
8 three of these candidates were interested and
9 willing to have their identities and their
10 information brought forth in this meeting.

11 As part of sitting in on the prior search for
12 a deputy, I can say that I have seen a video
13 interview or participated in a video interview of
14 two of these three candidates.

15 They come off as being very strong. I believe
16 one of the two was stronger than the other from a
17 video interview standpoint. We can talk about that
18 at any point if the board wants to. And then the
19 third candidate, which -- who also dropped out
20 along with the second one before final interview,
21 the third candidate is from -- is one I'm less
22 familiar with other than what's on the paper. So
23 we have -- we have that opportunity.

24 It needs board direction. There's -- there
25 advantages of looking at these three. Number one

1 is they were evaluated with the idea that they were
2 fully qualified to step into the director position
3 at any point, and so I think that that's a -- a
4 factor.

5 Plus, the amount of -- I mean, if there was a
6 successful selection this board made from one of
7 those three, that would save a heck of a lot of
8 time and money mounting a totally new search.

9 So again, we have Blake Astran, who, Blake, I
10 probably didn't cover everything and there may be
11 questions for you, so come forward --

12 MR. ASTRAN: Sure.

13 CHAIRMAN OLSON: -- and we can discuss this
14 further. So questions, discussion? Has anyone --
15 everyone had a chance to look at what was provided
16 on Saturday?

17 MS. LUDLOW: Yes, and I do. I did go over
18 them very well and I can say I had a definite -- I
19 could say I had a definite no but I didn't have a
20 definite yes.

21 MR. ASTRAN: Well, I -- it's tough to draw
22 conclusions from a sheet of paper, and so what
23 might -- you might not have a definite no, but you
24 might interview that person virtually and be like,
25 you know, they actually look really good. So --

1 but I'm happy to discuss the advantages and
2 disadvantages of the current situation.

3 These three candidates have all applied. They
4 were all vetted. The one that dropped out that
5 didn't get the executive summary, we know very well
6 from our firm is a very top candidate. He actually
7 just called me two minutes ago and wanted to let
8 me -- reassure me that he was interested in this
9 role and that he was -- his name was okay being let
10 out.

11 So leads us to where we are today. You can
12 move forward with three candidates that were
13 provided. What that would look like could be maybe
14 a virtual interview with the board and those three
15 candidates and then invite the top candidate to
16 come in. I think that's kind of the plan last
17 time.

18 The other option is to do a -- a full-blown
19 search and put it out there and see who applies.
20 That will take a lot more time. As Bob said, it
21 will be more costly.

22 The way that the contract that we have
23 currently is, if you were to choose one of those
24 three candidates, it's just a referral fee. It's a
25 flat fee of \$10,000, as opposed to a full-service

1 fee, which is closer to 40-.

2 The advantage of hiring a -- another advantage
3 of hiring -- or working with one of those three
4 candidates is that you have a CFO search that
5 you're going to be wanting to be doing as well. It
6 is my recommendation that most likely the new
7 executive director is probably going to want to
8 have a say in that search of who's going to be
9 their CFO so he can get started on that quicker.

10 Certainly we can do both at the same time, but
11 again, it's -- if it were me applying for a job and
12 wanting to be a board director, I would want to say
13 a say in who the CFO is or -- CFO/COO, whatever
14 we're going to call the role.

15 The advantage of doing a full-blown search, we
16 might get some great candidates and -- and people
17 that weren't interested before that might be
18 interested now. And so, the -- it could go both
19 ways.

20 I do think you have three good candidates, but
21 it's -- you could kind of take a two-pronged
22 approach as well. You could see what you got in
23 these candidates and if you like one of them, move
24 forward. If not, we can go ahead and do a search.
25 But that's -- that's kind of our -- what Bob and I

1 were thinking as we were talking about this.

2 MS. LUDLOW: I have a question.

3 MR. ASTRAN: Go ahead.

4 MS. LUDLOW: Are all three of these readily
5 available or --

6 MR. ASTRAN: Yeah.

7 MS. LUDLOW: -- when -- they were available to
8 move to Florida at any time?

9 MR. ASTRAN: Yeah. So we do a screening
10 process, and in our screening process we -- not
11 only do candidates just submit their resumés, but
12 they go through a rigorous what I call intensive
13 screening process.

14 One of it is a set of essay questions, and in
15 those essay questions, we confirm that they're
16 within the salary range. They have to write, yes,
17 they're within that range. We confirm that they
18 have any barriers to relocation. When can you
19 start? How much notice would you need to give? We
20 like to know everything before someone signs on the
21 dotted line so that we know when an offer is made,
22 they're going to accept and we're not going to find
23 out anything, hey, I want more money or I can't
24 move until the summer or whatever it is.

25 So, yes, all three are readily available,

1 they're very willing, and they all really want this
2 job.

3 MS. LUDLOW: Okay. So I have New York and
4 Oregon and I forgot the other.

5 MR. ASTRAN: So Oregon is now North Carolina.

6 MS. LUDLOW: Oh, North Carolina.

7 MR. ASTRAN: And so that was part of the
8 reason he left his airport on good terms. They
9 really think highly of him. He recommended ADK to
10 do his replacement there, which we're doing. He
11 took a job in the private sector. He talked it
12 over.

13 The reason for the delay was because -- he was
14 the last one I had to hear from -- he really had to
15 talk it over with his wife. They're really
16 interested in Florida. They wanted to be back on
17 the east -- east coast. But, yes, they are -- the
18 third is in Florida.

19 MS. LUDLOW: Okay. So New York and
20 North Carolina and where was the other?

21 MR. ASTRAN: Florida.

22 MS. LUDLOW: Yeah, here in Florida. Thank
23 you. I missed that one.

24 MR. ASTRAN: And it's -- it's -- when we did
25 the last search, even though we didn't end up with

1 a successful candidate, we got a lot of candidates.

2 Florida is -- Florida is a hot destination,
3 terrible pun, but people want to get here. And
4 especially an airport director search, especially
5 St. Johns County. So it will be -- it won't be for
6 a lack of candidates if the search goes back out.

7 CHAIRMAN OLSON: So --

8 MS. CASH-CHAPMAN: Can I ask a question? Do
9 we have a reason as to why they withdrew?

10 MR. ASTRAN: Yeah. Yeah.

11 So, the first candidate from Oregon, he's very
12 highly qualified. Again, we think very highly of
13 him. He got the job in North Carolina. It's a
14 private sector job. It pays a little bit better.
15 It allowed him to get to where he wanted to be at
16 the time.

17 The process for the deputy executive director
18 for a variety of different reasons, it -- it
19 dragged on, probably way too long --

20 MS. CASH-CHAPMAN: Okay.

21 MR. ASTRAN: -- and it was just getting too
22 much time for him and he said, look, I respectfully
23 decline.

24 The second candidate, I'll have to look back
25 why he withdrew. Bob, I'm not sure if you

1 remember. And the third one just wasn't selected,
2 right? Carver, I believe just --

3 CHAIRMAN OLSON: Yeah, yeah, yeah.

4 MR. ASTRAN: He -- they would have -- you guys
5 would have liked him but there was another
6 candidate that was selected, but -- so it was just
7 the two really that withdrew, but...

8 MS. CASH-CHAPMAN: Okay.

9 MR. ASTRAN: Yeah.

10 MS. CASH-CHAPMAN: Thank you.

11 MR. ASTRAN: Tough choice.

12 There is one other consideration. Talking
13 about the advantages, these candidates have all
14 been vetted so it could be a quick process. Quick
15 is good and you have time to work with.

16 Diversity, if that's -- if that's any concern
17 at all, it's no -- there's virtually no diversity.
18 If you're -- you know, perception-wise and if the
19 public were to see, hey, we've got three white
20 males being interviewed for the executive director
21 consideration, did they consider anyone else? We
22 did. If you want to, you know, date it back to the
23 candidate pool, we did get diverse candidates. So
24 these would just be kind of three finalists so to
25 speak, so -- but food for thought.

1 CHAIRMAN OLSON: I would just add from my
2 exposure to this during the deputy search is that
3 at least two of these candidates, we just heard
4 that there's no diversity, but they're very
5 different in their personalities --

6 MR. ASTRAN: Correct.

7 CHAIRMAN OLSON: -- and appear to be different
8 in the way they approach their work.

9 One of these candidates was extremely high --
10 displayed extremely high energy and great
11 communicator. And I put down on my paper just the
12 word "accelerator." Anything that -- that we
13 wanted to do would happen a lot faster, is my
14 impression under this. Plus I think, you know,
15 looking at what -- what point they are in their
16 careers is important, also.

17 The other candidate, the Florida candidate, is
18 managing an airport that is under a county,
19 Martin County. So he is essentially a division
20 head within the county structure. But he's here
21 and he's very personable.

22 I didn't feel high on this individual on the
23 interview because I felt he didn't display a lot of
24 smooth confidence, unlike the New York guy maybe,
25 but I had an opportunity to visit that airport at

1 Stuart, and they have really strong FBO presence.
2 In fact, the FBO is providing all their hangars
3 there. The county sort of manages just airport
4 issues and site things at the airport. They're
5 also -- they also just completed a new fence
6 project. But I had a lot better impression of this
7 individual being on the site with him and just
8 touring.

9 And my visit was, I emphasize when I
10 scheduled, it was unrelated to any search effort
11 and we did not discuss the search or the position
12 here at -- while I was on-site with him, which was
13 about an hour and a half I spent there and at the
14 FBOs just as a getting to know what's happening
15 down there because I happened to be there for other
16 reasons.

17 So, anyway, that individual would not have had
18 experience working for yet -- and maybe that's why
19 he's interested in this job, working for a --
20 directly for an elected authority board and
21 responding and handling an independent authority,
22 but most likely would have the capability of doing
23 that.

24 By the way, Stuart, with the -- and I don't
25 want to go on, except I just have to say this.

1 Their T-hangar rents are -- seemed -- I think they
2 were more than double what we have here. And it
3 may be because when a private business develops
4 T-hangars, they don't get the FDOT grants, and plus
5 the market is a lot, I guess, different down there.
6 They have a -- so, that's all I'll say as far as
7 that on insight.

8 MR. ASTRAN: Yeah. What the gentleman's
9 referring to, making his reporting to a board is --
10 is highly desirable, especially from candidates
11 that either work for a city or a county. It's --
12 in the industry, any time you can get to a board
13 position, it's -- it's preferred.

14 MS. LUDLOW: What's the next step?

15 CHAIRMAN OLSON: Well, the -- the --

16 MR. ASTRAN: Up to you.

17 MS. LUDLOW: Do we get to --

18 CHAIRMAN OLSON: Do you want to respond what
19 the next step is or the decision?

20 MR. ASTRAN: So here's -- here's what the next
21 step is.

22 If you guys were to want to move forward with
23 the three candidates, you can either approve the
24 CFO -- I guess I could have -- probably send a
25 separate proposal and that could probably maybe be

1 voted on at a later date if we're not going to do
2 that right away. Or, if you did want to move
3 forward with a full-service search on the executive
4 director and the CFO, you have the proposal, you
5 can move forward with that.

6 I think my recommendation really would be that
7 you have what I know is at least one very good
8 candidate that's highly sought after. The two
9 others I think would make great candidates. I
10 think it's worth talking to them and doing possibly
11 interviews and -- with the board, or if there's a
12 smaller committee, I don't know if there -- you
13 know, if there's a -- I'll help coordinate those
14 interviews and then maybe bring the top one or two
15 in person and see how they do.

16 These candidates have been through a lot
17 through our process. Mr. Olson was referring to a
18 video interview. We make the candidates answer
19 three questions while filming themselves. It's a
20 little daunting. Some people do not like that.

21 New York people can respond a little bit
22 better than some Florida people, so we caution to
23 try to not draw too many judgments from people.
24 The point is to see them, how they talk, how
25 they -- you know, it's probably going to be the

1 face of your airport. But then you meet someone in
2 person and -- and you see them and it changes your
3 mind a little bit.

4 So these candidates have all been highly
5 screened. I think if you were to move forward
6 interviewing those three candidates would just
7 speed along the process on the -- on everything.

8 MS. LUDLOW: Then do -- Bob, so we had -- we
9 had a committee and so you got to meet some of
10 them. So does the board get to meet them before we
11 vote on them?

12 MR. ASTRAN: You mean as in who you interview?

13 MS. LUDLOW: Yes.

14 MR. ASTRAN: Yeah, yeah. I -- well, that
15 would be kind of I guess how you guys would move
16 forward.

17 CHAIRMAN OLSON: I would think whatever
18 scenario we're talking about, Blake just mentioned
19 the next step would be -- could be interviews by
20 video where they're -- we've got the capability --

21 MR. ASTRAN: Sure.

22 CHAIRMAN OLSON: -- in this room or at -- I
23 guess we can't have a -- we can't have fit -- maybe
24 we could schedule it as a public meeting in the
25 conference room at the airport administration

1 office. That's very well equipped for this. For
2 the board to -- to meet and directly even ask our
3 own questions of these candidates remotely.

4 But one way or the other, it seems like for
5 this kind of search for the executive director,
6 they would be physically present here and interact,
7 a finalist would be here before the board made the
8 final decision --

9 MR. ASTRAN: Absolutely.

10 CHAIRMAN OLSON: -- to hire them.

11 MR. ASTRAN: Absolutely, yeah.

12 They would want to be here. You'd want to see
13 that person face-to-face. We can do an interview
14 panel style. We can do -- I've done a town hall
15 style where you have anyone from the public that
16 wants to come and possibly ask a question. Usually
17 if you have a finalist coming in, it's nothing --

18 MS. LUDLOW: So the question today is, do we
19 want to decide from these three or --

20 MR. ASTRAN: Correct.

21 MS. LUDLOW: -- have another search.

22 MR. ASTRAN: That's correct.

23 MS. LUDLOW: That's the big question today.

24 CHAIRMAN OLSON: Uh-huh.

25 MR. ASTRAN: Yes.

1 CHAIRMAN OLSON: Uh-huh.

2 MR. CLARKE: (Inaudible.)

3 (Court reporter interruption.)

4 MR. CLARKE: I -- I asked the chairman if
5 it -- perhaps we would poll the board to see what
6 our preference is.

7 CHAIRMAN OLSON: I can -- I can -- yeah, we
8 can -- we can go -- let me go alphabetically again,
9 just thoughts, and I'm polling or seeking out what
10 each board member thinks about this at this point.

11 Ms. Cash-Chapman?

12 MS. CASH-CHAPMAN: I would agree with the
13 recommendation. I think that we can move forward
14 with looking at the three qualified candidates that
15 have come through to us, not excluding -- and I
16 don't want to put Mr. Wuellner on the spot, but not
17 excluding that he is also still open to apply for
18 this position as well.

19 So we do potentially have four candidates that
20 I think that we should move forward with and I
21 think that because we're trying to do this timely,
22 that it would make the most sense to move forward
23 with at least these three candidates.

24 And I -- honestly I don't know that I would
25 even do a virtual interview with them. I think

1 that we would just narrow them down and bring the
2 top two here. Because I feel like that first round
3 of interviews, that's already kind of been done
4 through the company prior to. So if we can figure
5 out would we want to bring it down to and invite
6 the top ones here, that we should just move forward
7 with that.

8 CHAIRMAN OLSON: So you think not to -- I
9 mean, do you -- don't you think we need to give all
10 three the same exposure to us and the opportunity
11 for --

12 MS. CASH-CHAPMAN: I mean, if we want to bring
13 all three of them here, I don't --

14 CHAIRMAN OLSON: No. I mean video interviews.

15 MS. CASH-CHAPMAN: But if we do a video
16 interview with each of them, I don't know how
17 many -- how much more we would be able to narrow
18 down from that instead of just bringing them here
19 and letting them go through the full interview
20 process with all of us instead of prolonging this
21 any more than we --

22 CHAIRMAN OLSON: Well, it's -- I guess it's
23 cost, and you can -- I mean, this -- it was my
24 first experience to sit in on, but to be able to
25 have -- it's like you're Zooming with someone.

1 MR. ASTRAN: Yeah.

2 CHAIRMAN OLSON: So you have an opportunity to
3 ask questions and -- that might come to your mind
4 during the meeting, and there -- I was amazed at
5 the insight one can get from that. So I'll just
6 say that.

7 MR. ASTRAN: We -- one thing that we were
8 doing before -- and I agree with the chairman; you
9 can get a lot of information from the interview --
10 and that the plan was to bring one finalist -- I
11 think we were going to invite their spouse as well
12 and -- and make it more of a spend a day or a
13 weekend here. If these people are going to be
14 coming from out of state --

15 MS. CASH-CHAPMAN: Okay.

16 MR. ASTRAN: -- that might want to look at
17 possible housing, especially if it's just one
18 finalist, the school system, whatever it is that
19 they -- you know. So --

20 MS. CASH-CHAPMAN: So the goal wasn't to bring
21 them here and do an interview with us --

22 MR. ASTRAN: Correct.

23 MS. CASH-CHAPMAN: -- an interview with the
24 public, and do a like a day of --

25 MR. ASTRAN: The goal was to have one finalist

1 that was more formality that hopefully if all went
2 well when they came here and -- and did everything,
3 that it would be a good fit and that would be the
4 one to move forward in kind of a show of good
5 faith, bring the spouse, maybe go out to dinner or
6 breakfast with a board member, whatever it was, but
7 you know --

8 MS. CASH-CHAPMAN: Okay. All right.

9 MR. ASTRAN: -- that was the --

10 MS. CASH-CHAPMAN: I thought we were bringing
11 them and doing --

12 MR. ASTRAN: No.

13 MS. CASH-CHAPMAN: -- a Zoom interview and
14 then bringing them here to do another interview
15 and --

16 CHAIRMAN OLSON: No.

17 MS. CASH-CHAPMAN: So that was just a --

18 MR. ASTRAN: No. Yeah, so it would like once
19 you've interviewed to kind of determine who you
20 want to bring in as finalist, I think you'd be able
21 to glean that information from -- from a 45-minute
22 to an hour Zoom interview.

23 MS. CASH-CHAPMAN: Okay.

24 MS. LIOTTA: So is the plan to do an
25 on-the-record Zoom interview so we can all be

1 there?

2 MR. ASTRAN: Correct.

3 MS. LIOTTA: Okay. Now we would do that with
4 all three again. Because I know two of them, when
5 it was the assistant director, it was a different
6 job.

7 MR. ASTRAN: It was different job, different
8 panel. It was --

9 MS. LIOTTA: Okay.

10 MR. ASTRAN: -- with myself --

11 CHAIRMAN OLSON: Yeah, we'd do it all three.

12 See, the prior search, the dep- -- the deputy
13 executive director, in most organizations, in
14 public, that's -- that is a -- that final selection
15 is the executive director's decision because we
16 look to our executive director for whatever
17 administrative --

18 MS. LIOTTA: Right. That makes sense.

19 CHAIRMAN OLSON: -- things.

20 MS. LIOTTA: Okay.

21 CHAIRMAN OLSON: So this changes the way the
22 board would be handling this.

23 MS. LIOTTA: Yeah, it's good to clarify that
24 we're not going to be relying on the prior
25 interviews. That's --

1 MR. ASTRAN: No, it's different questions,
2 different job set, different things that you guys
3 are looking for. And it's going to be somebody
4 that's running your airport.

5 CHAIRMAN OLSON: Mr. Clarke, do you want to
6 share your thoughts at this point?

7 MR. CLARKE: I'm comfortable with the three
8 candidates we have and I believe we should move
9 forward and based on Mr. Astran's recommendations
10 as to how to proceed, they're the experts and I
11 defer to their judgment.

12 CHAIRMAN OLSON: Okay.

13 MR. CLARKE: Nice to meet you in person.

14 MR. ASTRAN: Nice to meet you. I enjoyed --

15 MR. CLARKE: We had a conversation the other
16 day.

17 MR. ASTRAN: -- talking to you.

18 CHAIRMAN OLSON: Other -- Ms. Liotta?

19 MS. LIOTTA: I same, agree, we should proceed
20 as recommended.

21 CHAIRMAN OLSON: Okay. Ms. Ludlow?

22 MS. LUDLOW: Good. Yes. I have a question.
23 Is this for only the CFO or COO or --

24 MR. ASTRAN: Well, that -- this is only for
25 the executive director.

1 MS. LUDLOW: Okay. Nothing to do --

2 MR. ASTRAN: Yeah. So that's I guess
3 another --

4 MR. CLARKE: Separate issue.

5 MR. ASTRAN: Yeah, that is a separate issue.

6 And my -- my recommendation would be what I
7 can do is send a new proposal with that one because
8 that would be a different fee. It will cheaper
9 than what the proposal has to do which included two
10 searches.

11 So the question for you is -- my guess is and
12 recommendation is not to move forward with the CFO
13 search at this time until you have an executive
14 director in place who can have a say in the CFO
15 search.

16 MS. LUDLOW: And then that's what I wanted to
17 know. So -- so you are including the work that
18 you've already done. So I see you're giving a
19 25 percent reduction, but your first price was like
20 \$39,000.

21 MR. ASTRAN: So that's two different things.
22 The reduction was from the previous contract that
23 we had left over --

24 MS. LUDLOW: Yes.

25 MR. ASTRAN: -- which never was finished, but

1 we needed to close that out. So we did the
2 25 percent.

3 The new search, which was the 39, which
4 represents actually a 5 percent discount from our
5 2023 pricing which is 42 and change, but it was a
6 5 percent discount because we were going to do two
7 searches under one contract, the CFO and the
8 executive director.

9 If we no longer do the executive director,
10 it's just going to be one search fee. And what we
11 can do is piggyback off the previous agreement
12 which has a clause that says if you use any of
13 these candidates for a different position, it's --
14 we don't charge you a full search fee, we just
15 charge you a \$10,000 referral fee.

16 So, assuming all goes well and you hire one
17 here, it's only going to cost 10,000 as opposed to
18 the 39 that you would be paying for this specific
19 search.

20 MS. LUDLOW: Okay. So if we decide on one of
21 these three --

22 MR. ASTRAN: Correct.

23 MS. LUDLOW: -- then your company gets \$10,000
24 for the fee.

25 MR. ASTRAN: Correct.

1 MS. LUDLOW: All right. I understand.

2 And yes, I would -- I agree that they've
3 already done enough work and it would just be
4 dragging it out longer to bring in more people and
5 start over.

6 MR. ASTRAN: Yeah. And these -- these three
7 are willing, ready, and able. They're all -- I've
8 talked to all three. They are aware of the board
9 meeting. I said it's possible they may want to
10 move forward with virtual interviews. They said
11 absolutely, the sooner the better, actually.

12 CHAIRMAN OLSON: Okay. Real good. And then
13 we will -- if this is the board's consensus, we'll
14 proceed along those lines. I'll work with Blake on
15 the logistics of it.

16 I believe when we -- they were done before, it
17 was a 50-minute and a 10-minute break and then
18 another 50. So we have three 50-minute interviews
19 with 10 minutes in between.

20 We will -- it will be a public -- you know,
21 we'd meet in public, so it will have to be an
22 announced meeting. I guess this would meet -- meet
23 the one item of special meeting or it could be
24 combined with a meeting we have on our calendar.
25 Maybe that would be ideal. But it's -- it will

1 take some time, I mean, the -- the three 50-minute
2 interviews, but -- so we'll all -- we'll work and
3 be of course in coordination with board schedules
4 on that.

5 MS. LUDLOW: So the -- then -- just talk,
6 Reba.

7 Do we -- will leave anything firm for February
8 for our next meeting? What do we intend to --

9 CHAIRMAN OLSON: I guess the thing is for the
10 February meeting, we probably have an agenda of
11 other business items that need to be handled. So
12 I'm not sure -- we have the attorney RFQ matters.
13 So I'm not sure whether we can combine these
14 interviews with a meeting that has other agenda
15 items.

16 MS. LUDLOW: But can we do the interviews --
17 well, gosh, that's only two weeks, you know,
18 almost.

19 MR. ASTRAN: Well, that's the good thing about
20 virtual interviews, is it's --

21 MS. LUDLOW: Oh. Okay. So really we could
22 have the interviews before and make a decision like
23 on the 13th.

24 MR. ASTRAN: You could do that.

25 MS. LUDLOW: That's possible.

1 MR. ASTRAN: We could -- we could try to work
2 with that timeline.

3 CHAIRMAN OLSON: But we would have -- I think
4 it would be best for the Zoom -- well, it has to be
5 a public meeting.

6 MR. ASTRAN: February 13th is the next one?

7 CHAIRMAN OLSON: So we all have to be
8 together, we all have to be available for it.

9 MR. ASTRAN: Yeah.

10 CHAIRMAN OLSON: So that means just working a
11 schedule for that to happen.

12 MR. ASTRAN: Yeah.

13 CHAIRMAN OLSON: Plus you have to work the
14 schedule for your --

15 MR. ASTRAN: Yeah, I can do it on my end and
16 so -- but, you know, we'd have to move a little
17 quicker. So what, two weeks, plus or minus until
18 that, so.

19 MS. LUDLOW: (Inaudible.)

20 (Court reporter interruption.)

21 MS. LUDLOW: Oh, I was asking our chairman
22 should we do February 13th? That would be pushing
23 it a lot, or should we decide that March 13th would
24 be --

25 CHAIRMAN OLSON: Well, I mean --

1 MR. ASTRAN: You won't be making a final
2 decision. You'd be making a decision on who's
3 going to come to the airport interview.

4 So that's a -- maybe a goal would be decide
5 by -- if we can get the interviews in by the next
6 board -- the February board meeting, you can decide
7 on a finalist to bring in at some point, and
8 then -- and then maybe by the March -- you know,
9 between the February and March program, you have
10 that person come in and then approve -- approve a
11 contract or offer or something like that to that
12 candidate.

13 CHAIRMAN OLSON: So, Ms. Ludlow, are you
14 suggesting the possibility of us clearing the
15 agenda, shifting those agenda items to March 13th,
16 and -- and dedicating the February 13th meeting to
17 interviews, Zoom interviews with our --

18 MR. ASTRAN: I think she thinks -- I think she
19 wants to do the interviews before and use the board
20 meeting --

21 CHAIRMAN OLSON: Oh.

22 MR. ASTRAN: -- to decide on who should be the
23 finalist.

24 CHAIRMAN OLSON: Okay. Okay.

25 MS. LUDLOW: That was it. If we can do Zoom,

1 then we can get all of the prelim- -- preliminary
2 work done before February 13th and then vote on
3 February 13th.

4 CHAIRMAN OLSON: Well --

5 MR. BURNETT: Mr. Chairman?

6 CHAIRMAN OLSON: Yes.

7 MR. BURNETT: The only challenge I see you're
8 having is you need to be able to notice the
9 meeting. Excuse me. So that's -- that's the only
10 issue.

11 And for what it's worth, previously when you
12 were going through the selection process and
13 narrowing the candidates, none of that was really
14 subject to the Sunshine Law because at the end of
15 the day your executive director was hiring just
16 another employee for the airport.

17 The executive director position itself is
18 different because ultimately the determination of
19 hiring that individual comes back to you, the five
20 of you. So that is governed by the Sunshine Law.

21 So, taking the three candidates and narrowing
22 them, obviously as you're obviously on the right
23 track, is governed by the Sunshine Law. We just
24 need to make sure it's advertised. And I don't
25 think that's a big issue, getting the Zoom or

1 Microsoft Teams, that portion of it to set up the
2 video is capable in this room probably based on the
3 technology your airport has.

4 I'll speak to this real quick so I don't
5 interrupt later. Perhaps a good thing, and I think
6 you're already on this track, is to take the three
7 candidates, narrow them down at a meeting through
8 the Zoom process, get the one candidate, have them
9 come back for the final -- for the final approval,
10 and at that final meeting, so you're not -- when
11 you're going through the Zoom videoconferencing
12 interviewing process, I wouldn't anticipate you are
13 trying to negotiate a contract necessarily; you're
14 speaking in more broad terms.

15 So when you invite the person back for the
16 actual final interview/contract approval, then you
17 could have that sorted out and give you a couple of
18 weeks or a month or whatever that may be to sort
19 that aspect of it out.

20 The only thing I think that you have with the
21 13th is if you're trying to accomplish the
22 interviews on the 13th, because this position is so
23 vital to you, I would anticipate each of you having
24 questions and comments and really wanting to be
25 engaged with those three candidates. So it may

1 take you an extensive period of time. If you lump
2 that on the 13th with the attorney selection, it's
3 obviously going to take an extended period of time.
4 That's the only comment I have.

5 CHAIRMAN OLSON: Okay. And following up on,
6 we need a full one week for advance notice for a
7 meeting, right?

8 MR. WUELLNER: I believe that's the case, yes.

9 CHAIRMAN OLSON: Okay. So, are -- I guess are
10 we looking at another date other than the 13th but
11 very soon that we can do with -- with the one-week
12 advance notice?

13 MR. WUELLNER: We -- you have one week at this
14 point --

15 MR. ASTRAN: Yeah.

16 MR. WUELLNER: -- if you wish to take
17 advantage of it. You have about two weeks right
18 now.

19 MR. ASTRAN: Yeah.

20 CHAIRMAN OLSON: For the 13th.

21 MR. WUELLNER: Correct.

22 MR. ASTRAN: But you need one week advance
23 notice. So basically you have a little over a
24 week-ish.

25 MR. WUELLNER: You have a week to advertise.

1 MR. ASTRAN: Correct.

2 MR. BURNETT: The only challenge on the 13th
3 is you already have a lengthy agenda, so...

4 CHAIRMAN OLSON: Yes.

5 MR. WUELLNER: Start sooner. You can start
6 earlier in the day.

7 CHAIRMAN OLSON: We could --

8 MR. ASTRAN: But we're not doing the
9 interviews on the 13th. The 13th is just the
10 discussion of the candidates, of which one to move
11 forward.

12 CHAIRMAN OLSON: No, the -- we're talking
13 about scheduling the --

14 MR. ASTRAN: You're actually doing the actual
15 Zoom interviews on the --

16 CHAIRMAN OLSON: Yeah.

17 MR. ASTRAN: Okay.

18 MS. CASH-CHAPMAN: I don't think --

19 CHAIRMAN OLSON: I'll throw out a possibility.
20 We could -- we could meet at 12 noon on the 13th
21 for the Zoom interviews.

22 MS. LIOTTA: I -- I think trying to do three
23 hours of interviews --

24 CHAIRMAN OLSON: And then --

25 MS. LIOTTA: -- and then do attorney

1 selections --

2 CHAIRMAN OLSON: Okay.

3 MR. ASTRAN: That's a lot.

4 MS. LIOTTA: -- is probably too much --

5 CHAIRMAN OLSON: Other suggestions?

6 MS. LIOTTA: -- to put on one day.

7 Well, if we look to do a special meeting the
8 week of February 6th, would we have enough -- if we
9 can get everybody lined up, have the week's notice,
10 do a special meeting just for the interviews, then
11 on the 13th, we're not -- we -- you know,
12 potentially discussing those candidates.

13 I will note also that I think it's important
14 to have interviews open to the public and invite
15 everybody in the community to give their feedback.
16 When we go to consider which of the three that we
17 may want to move forward with, we could do that in
18 an executive session where it would be recorded but
19 it wouldn't be released until later. That's
20 specifically outlined in our -- our policies,
21 actually. We have that option.

22 CHAIRMAN OLSON: Really?

23 MS. LIOTTA: Yes. Hiring of an executive
24 director is specifically listed as one of the
25 things that can be executive -- executive session.

1 CHAIRMAN OLSON: Because --

2 MS. LIOTTA: So if we amongst our -- if we
3 want to discuss compensation, specifics in between
4 the -- the applicants, then that -- you know,
5 because that's a negotiation issue --

6 CHAIRMAN OLSON: That's interesting --

7 MS. LIOTTA: -- at the executive session.

8 CHAIRMAN OLSON: Then if we did it as
9 executive session, and as you said it would be a
10 matter of released public record later --

11 MS. LIOTTA: Yeah.

12 CHAIRMAN OLSON: -- we could do at the airport
13 conference room. Doug?

14 MR. BURNETT: I certainly don't want to engage
15 in debate; I just want to put my opinion on the
16 record.

17 I don't believe under Florida law, and I'll go
18 back and look, but I don't believe under Florida
19 law you can have a closed-door executive
20 selection -- closed-door executive session, what's
21 also known as a shade meeting, for the selection of
22 an executive. If there's something in the policy
23 that indicates that, it's -- might be contrary to
24 Florida law.

25 Closed-door executive selections -- excuse me,

1 closed-door executive sessions, a shade meeting,
2 are typically for matters of litigation or
3 collective bargaining agreements; i.e. with a
4 union. So, to my knowledge, it couldn't be an
5 executive session to select someone of employment
6 with the Airport Authority.

7 MS. LIOTTA: Then we -- we definitely need to
8 review the policy on that because it specifically
9 does state that and we of course want to comply
10 with Sunshine Law. So -- okay. It would be good
11 to get that clarified. I'm not sure it makes that
12 big a difference here. We could certainly do it in
13 public.

14 CHAIRMAN OLSON: Well, what's -- okay.

15 Again, I guess we have -- we have a counsel.
16 We have to follow our -- our Authority counsel.

17 So we're -- are we looking at the 6th? How
18 about 2 p.m. -- carving out 2 p.m. on the 6th,
19 setting 2 p.m. for video interviews, Monday the
20 6th. And that they would be scheduled in the
21 back-to-back way that we have just discussed. We'd
22 have the technology in place. Blake would need to
23 confirm the availability of the candidates,
24 although I assume that --

25 MR. ASTRAN: Yeah, we'll make it work.

1 CHAIRMAN OLSON: -- in most cases, they --
2 they make it work.

3 MS. LIOTTA: I -- I do have another more
4 general question. The prior search was all done
5 for a different job.

6 MR. ASTRAN: Uh-huh.

7 MS. LIOTTA: I'd like to understand how we're
8 doing this process to make sure that on the
9 compensation issue, that we're market, that we're
10 looking to something that's rational and has
11 been -- you know, we know that we're putting
12 together a compensation package that is not just
13 throwing a dart at a board.

14 MR. ASTRAN: You know --

15 MS. LIOTTA: So --

16 MR. ASTRAN: -- that's the advantage of -- of
17 our firm, is -- is we do -- I think we're at
18 160-plus airports we have done executive service.
19 Currently, as it sits right now, we have 80-plus
20 executive directors at airports.

21 We can provide compensation, I can't say
22 specifically what airport, but comparable airports
23 we can say. And -- and this is what we did with
24 the deputy executive director search and we had a
25 competitive salary. And I think if it's the next

1 tier above, logic -- logically I think it would be
2 a competitive salary.

3 So it worked before, and we -- we've discussed
4 it with Ed and Bob and we want to -- actually I
5 think we ended up increasing the salary because we
6 thought it would increase our candidate pool and it
7 did. And so, yeah, we -- we will make sure that
8 we're -- we're not throwing a dart and say, hey,
9 are we attracting?

10 That's part of us, too, is that we talk about
11 with the candidates what it's going to take from
12 their end. They have different motivating factors.
13 Some could be, hey, I want to get to this airport;
14 I want to executive director. Some could be, I
15 want to get to Florida. Some of them might just
16 want more money. So that's partly on our end in
17 why we ask those essay questions, please confirm
18 you're within the range and all that stuff.

19 So this would kind of be a little different
20 because they haven't been asked that question, but
21 they're going to want to know what the -- probably
22 what a competitive salary would be at some point.

23 CHAIRMAN OLSON: And part of the compensation
24 would no doubt we would want bonus provisions so
25 that they're incentivized to undertake whatever our

1 priorities are and to be accountable for them and
2 realize that they will be rewarded if they achieve
3 those.

4 MR. ASTRAN: Yeah.

5 MS. LIOTTA: Yes, that's definitely a -- going
6 to be a very substantive discussion for the board
7 as to what those incentives should be and --

8 CHAIRMAN OLSON: Yes.

9 MS. LIOTTA: -- bonuses and --

10 MR. ASTRAN: Relocation package is probably
11 will have to be included, too.

12 MS. LUDLOW: Is our -- like an executive
13 director, are they considered a government
14 employee?

15 MR. ASTRAN: They are an employee of the
16 Authority.

17 CHAIRMAN OLSON: Yes. Governmental entity.

18 MR. ASTRAN: I believe it's -- it's a
19 quasi-government designation, I believe is what
20 they are.

21 CHAIRMAN OLSON: Yes.

22 MR. ASTRAN: They're not a city or county
23 employee.

24 CHAIRMAN OLSON: Yeah, but --

25 MR. ASTRAN: I think because it gets federal

1 funds or whatever --

2 CHAIRMAN OLSON: Yes. All our -- and our
3 staff our under the State of Florida public re --
4 official retirement plan. Our authority is a
5 special purpose governmental entity. They're
6 governmental.

7 MR. ASTRAN: That's right.

8 CHAIRMAN OLSON: Yeah. Okay. Again, 2 p.m.
9 on Monday the 6th, does that work for everybody?

10 MR. ASTRAN: Basically 2 to 5-ish --

11 CHAIRMAN OLSON: Yeah.

12 MR. ASTRAN: -- if we're doing back-to-backs,
13 what we typically do is about 45 minutes of
14 questioning, and we'll work with you guys to
15 provide that suggested questions, and typically
16 what -- in these type of things, you like to ask
17 the questions all the same questions if you can.
18 Then we give about five minutes for those
19 candidates to ask questions to the board. Brings
20 us to about 50 minutes. Ten-minute break to either
21 discuss briefly the candidates after, bathroom
22 break, whatever it is, and then go right into the
23 next one, so...

24 MR. BURNETT: Mr. Chairman? Mr. Chairman?

25 CHAIRMAN OLSON: Yes.

1 MR. BURNETT: Should Mr. Astran run into a
2 situation where February 6th at 2 p.m. does not
3 work for all of the -- all three potential
4 candidates, do you want to select an alternative
5 date, for example, the next Monday after that, the
6 20th, at some period of time just as an alternate
7 date in case all three candidates aren't able --
8 available on that date?

9 MR. ASTRAN: The problem with the 20th,
10 though, would be if you're trying to do get it done
11 by the 13th.

12 MS. LIOTTA: We could look for an alternative
13 date later the same week.

14 MR. ASTRAN: Yeah, that would be --

15 CHAIRMAN OLSON: But I think you -- you have
16 indicated in your -- I mean --

17 MR. ASTRAN: I believe that they should be
18 available, but I -- I'm not turning myself in --
19 I'm always thinking about the -- the what if in the
20 and the backup, and so I -- I do think that you
21 never know. It could be that -- well, I never had
22 a day in mind, but they said that they could be
23 ready. It could be one guy has something, surgery
24 that day, whatever it is, and can't miss it.

25 CHAIRMAN OLSON: Well, you can postpone

1 surgery.

2 MR. ASTRAN: I'm trying to think of what you
3 can't postpone here.

4 CHAIRMAN OLSON: Okay.

5 MR. ASTRAN: I don't know.

6 CHAIRMAN OLSON: So suggest --

7 MR. ASTRAN: So, yeah, maybe another date that
8 week just in case as a backup.

9 CHAIRMAN OLSON: Friday the 10th?

10 MR. ASTRAN: And it would only be for assuming
11 probably one interview, hopefully.

12 CHAIRMAN OLSON: A backup date's been
13 suggested. Anyone want to comment on a backup date
14 or --

15 MR. CLARKE: Friday the 10th is good for me.

16 MS. LIOTTA: Any day that week works for me.

17 CHAIRMAN OLSON: Okay. Why don't we just hold
18 out Friday the 10th. 2 p.m. or -- that's what
19 takes us into Friday evening. Maybe 12 noon?
20 Friday as -- as a backup that we -- that is quite
21 unlikely that we would need to tap. But --

22 MR. ASTRAN: I'll know today.

23 CHAIRMAN OLSON: Okay.

24 MR. ASTRAN: I'll talk to them right after
25 this. So I'll know today if the 6th works.

1 CHAIRMAN OLSON: Okay. So --

2 MR. ASTRAN: I've got my marching orders?

3 CHAIRMAN OLSON: Yes. Thank you.

4 MR. ASTRAN: Thank you, everyone.

5 CHAIRMAN OLSON: Appreciate it.

6 MR. CLARKE: Blake, can we -- I just wanted to
7 disclose our conversation. Nice to meet you in
8 person.

9 We had -- we had a bit of a conversation about
10 the chief financial officer position, and I think
11 it would be appropriate for -- to hear Blake
12 explain, you know, what -- how -- what we discussed
13 there.

14 CHAIRMAN OLSON: Good. Okay.

15 MR. ASTRAN: So, assuming this goes well and
16 we do get an executive director, CFO is a hot
17 position in the airport industry right now. We've
18 done more CFO searches in 2022 than any other
19 search. Meaning we have a lot of great candidates.

20 CHAIRMAN OLSON: High demand or --

21 MR. ASTRAN: High demand.

22 CHAIRMAN OLSON: But not a good sup- -- more
23 on the demand side than the supply side?

24 MR. ASTRAN: Yeah. Yeah. And it -- it's
25 partly some tsunami we're seeing retirements. It's

1 partly out with the old, in with the new,
2 post-COVID world, you know, a lot of restructuring
3 going on in organizations. So we have a lot of
4 great CFO candidates, at least to draw upon from an
5 initial pool.

6 I anticipate that would be a successful --
7 successful search as well. But again, I think --
8 and I think we probably talked about a hybrid
9 CFO/COO which is going to be difficult, but this
10 person is probably going to have to wear many hats.

11 I told Dennis that there was a couple of
12 people who I had in mind already I think would be
13 interested, but -- but again, I think we should
14 probably wait until the executive director search
15 is done and then that would just be a normal
16 search. The executive director would have full
17 say. Probably going to be their right-hand
18 man/woman so to speak. Anything else I left out,
19 Dennis? Do you remember?

20 MR. CLARKE: Well, we did discuss the
21 possibility of bringing in a temporary --

22 MR. ASTRAN: An interim. An interim, yes.

23 MR. CLARKE: An interim, yeah, as a --

24 MR. ASTRAN: Yes.

25 MR. CLARKE: -- consultant.

1 MR. ASTRAN: And I have not heard back yet.

2 So there is a potential candidate that was a
3 finalist for a CFO position actually at
4 Fort Lauderdale International Airport. They are
5 retired. They used to be a CFO at a major airport
6 in Florida. And so it is a possibility this person
7 could come in on -- until needed until we start the
8 CFO search or it could be a couple of months.

9 Now the question is what would that look like
10 if it's -- needs to be in person? How many days a
11 week? You know, three days a week they need to be
12 here, whatever it is. But it is an option that
13 we're exploring right now as a interim CFO to come
14 in and help out.

15 CHAIRMAN OLSON: Okay. While you're here, a
16 question for Mr. Clarke.

17 Are you thinking that -- are you still holding
18 out the option of considering or framing this as a
19 CFO/COO or exclusively CFO? And the reason I ask
20 that is --

21 MR. ASTRAN: Good question.

22 CHAIRMAN OLSON: -- we don't have a huge
23 organization, so -- and I'm not sure how you assess
24 whether whoever is being sought after would have
25 their time totally taken up with managing the

1 financial matters or could they also take on other
2 executive roles?

3 MR. CLARKE: That's a -- that's a good point.
4 And the way I view it, we -- I think we need the
5 services of a -- you know, a high level, higher
6 level executive with the -- with financial
7 background.

8 We have a lot of capital projects that are
9 underway, and in -- in order for us -- for the
10 board to properly understand the -- the mix between
11 the various types of grants, FAA grant -- grants,
12 Florida DOT grants, needs that are going to be have
13 to be supplied by the Authority, we have to
14 understand the full financial picture. We can't
15 just look at it piecemeal. And that -- that is --
16 has been missing, in my view, from the planning
17 component for this Authority for -- for quite some
18 time.

19 So if we avail ourselves to the -- the
20 services of an interim, a highly experienced
21 interim, we may be able to get -- get a leg up on
22 that interplay between the capital planning,
23 long-range capital planning, and our financial
24 needs. That's what I'm really concerned about.

25 So -- but I hadn't thought about the -- the

1 dual role. Perhaps would -- you know, we would
2 look at, you know, the -- what the -- the
3 candidates ranked and design a position around --
4 you know, around their qualifications.

5 But we may be able to shortcut that by having
6 a -- someone come in and help us properly structure
7 all that long-range capital planning and the
8 pro formas that are needed, you know, for the --
9 for this kind of activity --

10 CHAIRMAN OLSON: Okay.

11 MR. CLARKE: -- for looking at capital.

12 CHAIRMAN OLSON: Okay. Thank you. Okay.

13 MR. ASTRAN: Any other questions?

14 (None.)

15 CHAIRMAN OLSON: Thank you.

16 MR. ASTRAN: Thank you.

17 CHAIRMAN OLSON: We'll see you soon again.

18 MR. ASTRAN: Yes.

19 MS. LUDLOW: Thank you, Blake.

20 CHAIRMAN OLSON: Okay. So we have a public
21 comment on the executive search matter.

22 Mr. Liotta.

23 MR. ASTRAN: I'll stay.

24 MR. LIOTTA: So, in regard to the CFO
25 position, I think that I certainly would be and I

1 think other members of the public would be
2 interested in understanding, since this would be a
3 new position that the Airport Authority has not
4 previously had, what does the Authority envision
5 will change when this position is filled? What --
6 what kind of things would we expect to be
7 different? What kind of job description has been
8 put together for this position?

9 You know, one thing I've seen is that the
10 board over the time I've been here has often
11 discussed what projects they should invest money
12 in. They have used terms like return on revenue
13 and I've never seen any financial analysis done on
14 these projects.

15 You know, I typically look at something that
16 would be based upon an internal rate of return.
17 And, you know, I think it'd be very interesting to
18 see, as the airport is looking to put their finite
19 resources to projects, to compare the IRR of these
20 different projects to see which ones will actually
21 help with the sustainability and resiliency of the
22 airport.

23 CHAIRMAN OLSON: Okay. Thank you.

24 MR. CLARKE: You want me to address
25 Mr. Liotta's?

1 CHAIRMAN OLSON: You're welcome to.

2 MR. CLARKE: Mr. Liotta brings up a very
3 good -- very good point. Very pertinent.

4 One -- one of the -- one of the issues that
5 I've noted, you know, one of the reasons I ran for
6 the board, is that the September 30th of 2021
7 financials were compromised by a material weakness
8 finding, which is -- it was suggested that it was a
9 one off occurrence.

10 Well, in my 45 years of doing accounting and
11 many years of consulting with municipal utilities,
12 I've never noted a material weakness in a public
13 authority this size. I mean, we're -- we have \$85
14 or \$90 million in assets and 6 and 5 or -- between
15 \$5 and \$8 million in annual revenue. And that
16 requires the attention of a -- an experienced
17 executive and in my view, we're -- we need that.

18 And as you -- as you suggested, Matt, we
19 haven't seen those types of in-depth analysis,
20 whether you use an internal rate of return method
21 or -- in my view we are a specialized type of
22 utility and our obligation is to serve the public
23 and we should be doing that on a cost-based basis,
24 not necessarily internal rate of return.

25 If it's a positive to the airport, that's

1 fine, but as long as we're recovering our costs, we
2 should be serving the public. Anyone requesting
3 access to the National Airspace System in the
4 county should come through us. And so we really
5 need to have the professionals in place. And
6 that's my rationale for looking for a or suggesting
7 that we need a chief financial officer.

8 And there are -- there are issues with the --
9 the accountant structure the way it's laid out.
10 They're not -- not appropriate, in my view, and it
11 needs to be fixed so that we can do the proper
12 planning going forward.

13 You have to have a good baseline of your
14 accounting structure. It has to be rock solid so
15 you can plan forward, and we -- we don't have that
16 presently. So, I hope that helps to answer your
17 question.

18 AIRPORT COMMITTEE CHARTERS

19 CHAIRMAN OLSON: Okay. So, moving on in the
20 agenda, airport committee charters matter, we have
21 been -- I guess there's been some sharing or some
22 back and forth with counsel and some drafting of
23 charters for various committees.

24 Does anyone want to lead off with any
25 comments? I have a lot of thoughts that I have

1 collected over the weekend about this, but I wanted
2 to hear others. I actually have a page of thoughts
3 about how we might proceed on this, but I want to
4 defer to others to also offer their comments now.

5 MS. LUDLOW: Well, I -- the only thing I will
6 say is that on our safety risk management
7 committee, that was really approved by the previous
8 board --

9 CHAIRMAN OLSON: Yes, it was.

10 MS. LUDLOW: -- in like last August, so --

11 CHAIRMAN OLSON: So that's a standing
12 committee already.

13 MS. LUDLOW: Right. It's already a committee,
14 yes.

15 CHAIRMAN OLSON: Okay. Ms. Liotta, you had a
16 comment?

17 MS. LIOTTA: Actually before we moved on, I
18 just wanted to invite members of the community to
19 contact each of the board members ahead of this --
20 the upcoming interviews, as the questions that we
21 provide to the search executives will definitely
22 help frame those interviews.

23 So now is a good opportunity for us as board
24 members to understand the concerns that are out
25 there and the kind of questions that the airport

1 community and general community may want to see
2 addressed with those interviewees. So please
3 contact each of us with your
4 thoughts/concerns/questions, so that we can take
5 those into consideration in the process.

6 CHAIRMAN OLSON: Okay. Thank you. Back to
7 the -- now the matter of airport committee
8 charters, thoughts that others may have?

9 MS. LIOTTA: I have to admit that I was
10 traveling most of last week, so I didn't get a
11 chance to go in depth into any of these drafts
12 except for my own.

13 CHAIRMAN OLSON: Okay.

14 MS. LIOTTA: I do think it would be a good
15 approach to have the charters be high level and not
16 necessarily feel like we need to drill down into
17 all the various aspects like how you get selected,
18 those sorts of things, as those could be adopted in
19 a single policy in a separate place, as Mr. Burnett
20 suggested in his feedback; that that would allow
21 the charters to sit there and then those other
22 changes could be updated globally for all charters.

23 It would be a much easier way to administer
24 those -- those sorts of items and also has the
25 benefit of allowing adoption of simplified charters

1 now and time to consider those more administrative
2 points as we go.

3 CHAIRMAN OLSON: Other thoughts right now?

4 (None.)

5 CHAIRMAN OLSON: Okay.

6 MR. CLARKE: You want to discuss each
7 individual charter?

8 CHAIRMAN OLSON: Well, if I might, let me lead
9 off. I feel that -- I just -- a series of notes
10 that -- and actually I spent a lot of time thinking
11 through this and I -- I appreciate the opportunity
12 to share them.

13 I think the number one most front-burner
14 committee need is -- in my view is an audit
15 committee. It's quite -- it's the most common
16 committee that airport authorities have. It's a
17 standing committee. It undertakes most of the
18 tasks -- the tasks that were outlined in the
19 prospectus that Dennis circulated. I do have a few
20 questions about it, but my view is that we should
21 proceed to review as a board, discuss, and act on
22 an audit committee very soon. Maybe we could start
23 doing it today.

24 I am -- I am concerned about the way some of
25 the other committees have -- charters have been

1 framed. I'm worried that we're generally
2 offloading policy and I question that. I question
3 that there's too much open-endedness to the way the
4 policy has been -- charter has been framed.

5 The number one role of this elected body is
6 to -- is policy making and formulating, discussing,
7 deliberating policy. I recognize that we spent a
8 lot of time with policies on use of this meeting
9 room that have been not well efficient and have
10 been time-sappers, so I recognize that.

11 My view is that the policy committee might be
12 recast to be a referral committee so that if -- if
13 there is a need to burrow in further on a policy
14 matter such as research, such as looking at how
15 other airports have handled these matters on a --
16 of a policy nature and to report back to the board,
17 that's what I -- generally the way I hope that we
18 might finalize the policy committee, rather than
19 make it very open-ended where we have an
20 independent charter committee that is out -- just
21 makes -- de novo brings forward ideas about policy
22 in areas that have not been referred to by the
23 board.

24 I mean, we are the elected board. So I'm
25 not -- I'm -- I guess I also have a thought --

1 sorry again about -- Dennis, about the master plan
2 committee.

3 My observation of the master plan work, the
4 last -- the current master plan we have is that the
5 board was insufficiently engaged as a board in --
6 in the advancement of that master plan. The board
7 at that time received five- and ten-minute updates
8 at regular board meetings. The -- but only one
9 board member, as I recall, sat in on the work
10 sessions on that.

11 And one way or the other, the master plan is a
12 policy document. Because the board was unengaged
13 in it, it ended up as a capital improvements
14 program, and there were policy issues that I think
15 we still have today that have -- were not worked
16 through and we ended up having a board that had a
17 low-level understanding in -- of -- of that. And
18 again, it's a great CIP -- I mean, we've been
19 following it as a CIP. In order to get our grants,
20 we need to have a master plan, but I am also
21 concerned about that.

22 So my thought again is that there be a
23 master plan committee, but that it -- it -- when
24 master plan issues come up, that we need to -- that
25 need to have more time to work through and that --

1 such as, and I will cite a more recent one, the
2 whole matter of jets in the south GA area.

3 The master plan was invoked on that. We
4 talked about it I think at maybe I'm thinking a --
5 I'm thinking eight meetings. That issue was
6 bandied about back and forth. A lot of good
7 information was generated, but that could have
8 been -- that whole matter which was important
9 enough for the board to give that amount of
10 attention could have been a matter of referral to a
11 master plan committee.

12 I'm wondering also if these -- these -- if we
13 have -- and it's great we have our board that has
14 stepped up to be point members on each of these
15 issues, but I'm wondering if we have board members
16 that are recognized and handle these as point
17 topics what people have stepped up for, whether --
18 whether we need to have formalized committees
19 behind that or whether that point person should
20 have the flexibility of acting in whatever way with
21 whatever referral item comes to them from the
22 board, and they can obviously make suggestions and
23 urge that the board make an assignment of a -- of
24 that nature, that they can do -- they have the
25 flexibility of working efficiently in whatever

1 matter with tapping whatever other individuals out
2 there or expertise, doing whatever research,
3 vis-a-vis whatever airports getting on the phone or
4 like the Internet, and looking at, which is -- can
5 be really useful these days -- how these matters
6 and formulating detailed recommendations on that
7 subject coming back to the board, rather than
8 having a standing, appointed, structured committee.

9 My thought also is that doing it that way --
10 Doug, can you -- I mean, I just want to -- I've got
11 a -- I'm making a point that I'm not sure how
12 you'll react to, so -- or how you will be helpful
13 at it, but I think you can be.

14 My -- my feeling is that if we handle this --
15 these expert areas, these point board members
16 taking on these this way, that it will -- it will
17 not be keying the Sunshine Law, setting up a
18 separate formalized committee to generate policy.
19 And that has a great benefit in taking and avoiding
20 the need to add staff or find staff time to manage
21 the meetings, the public Sunshine Law meeting
22 logistics of five new chartered committees. I've
23 got other thoughts, but that's the gist of what
24 I've been struggling for over the weekend.

25 But I do have a question for you, Doug, and I

1 apologize for being a little bit harsh, and -- is
2 if we have as I described sort of point board
3 members point for each of these topic areas --
4 community involvement, safety, master plan, and --
5 well, I think audit will be a -- well, there's
6 no -- I mean, audit will be a Sunshine Law and will
7 be a standing committee, but -- and policy.

8 If we have it that way without having formal
9 appointment groups with formal mission statements,
10 but they are the -- they are the recognized board
11 person that for whatever assigned need goes out and
12 bring -- and undertakes and reports back to the
13 board on these matters and has a lot of, you
14 know -- do we -- would that necessarily key having
15 both activities be under the Sunshine Law?

16 I'm thinking not. Because that's the way in
17 my first year with this board, I handled economic
18 development in a different way than had been
19 handled before, but that was my point thing. I
20 went out and started working with and reporting
21 back to the board regularly on the issue of an
22 aerospace initiative for the Authority.

23 Brought proposals, brought a prospectus in,
24 brought a proposal in, got the Authority to
25 authorize an application to the

1 U.S. Department of Commerce Economic Development
2 Administration. Did a lot of legwork. Worked with
3 other -- a few other people in the community. Met
4 with the Industrial Development Authority on -- and
5 I think a couple of people at the county. Other --
6 aerospace. Went to a couple of aerospace
7 conferences -- I think one at least.

8 Anyway, my question is, can we proceed the way
9 I think board members want to or have interest
10 in -- in handling these subject areas in a
11 different way than having structured committees?
12 And can we avoid having the burdensome fact of --
13 burdensome economic administrative load of that by
14 taking this approach?

15 MR. BURNETT: The quick answer is I think that
16 if the committee that you form is anything that is
17 a committee officially formed by the
18 Airport Authority board and that committee is going
19 to make any kind of recommendation back to you,
20 then the committee, regardless of whether any one
21 of you is on it, if it's actually a committee that
22 none of the five of you are on but it's an official
23 committee of the Airport Authority of citizens to
24 then make recommendations to you, that committee is
25 going to be subject to the Sunshine Law.

1 It's -- it's -- in many ways the Sunshine Law
2 is very inflexible. It makes your job as
3 Airport Authority members, when you -- when you
4 come from a business background in particular,
5 which I think all of you do, you look at it from a
6 standpoint of this is an efficient way to run a
7 business and it is part of being part of the
8 government.

9 CHAIRMAN OLSON: Okay.

10 MR. BURNETT: And so the challenge, if you
11 look, for example, at the county, the county has a
12 number of committees and they're all subject to the
13 Sunshine Law because they make recommendations back
14 to the board.

15 CHAIRMAN OLSON: So if we took the alternative
16 route of handling these board member -- members
17 being point -- being the points of expertise and
18 information-gathering and formulation of
19 initiatives to a single board person without a
20 formally appointed committee through research and
21 whatever and reporting back to the board on that
22 without formal committees, then we avoid the need
23 or the -- the actual situation where a Sunshine Law
24 is required.

25 MR. BURNETT: Sure. If it's not an official

1 board or committee of the Airport Authority that
2 has officially delegated the responsibility of
3 coming back and making recommendations to you.

4 So I think any one of you, as is normal in
5 local government, has constituents and you listen
6 to the constituents and you may meet with
7 individually a group of constituents who tells you
8 their concerns or you may go out on an initiative
9 that's important to you.

10 For example, we don't have a hotel at the
11 airport, so I'll just use that as an example. If
12 one of you because you have a hospitality
13 background or some other background wanted to go
14 meet with the Tourist Development Council, the
15 Visitor's Convention Bureau, the Chamber, the EDC,
16 and hoteliers in the community to see if they an
17 interest of bringing a hotel to the airport
18 property, then you can certainly come back and
19 report that to the airport and say, this is
20 something I think we should consider; maybe we do a
21 RFQ or the -- or the like. Once you get that
22 process going, then obviously it's different.

23 CHAIRMAN OLSON: And -- and that point person
24 could bring detailed proposals to the board,
25 responding to either a -- a request by the board

1 for that person to look into it or a proposal at
2 the board meeting that that individual, that point
3 person, would further look into it.

4 A proposal for a program that engages the
5 community could be brought in to this board without
6 a formalized committee having recommended it. It
7 could be -- it could be done through research,
8 looking how other airports handle such things, all
9 of that.

10 So again, that's what I'm hearing. That's
11 what my thought as to how we handle this. And
12 again, I think the audit committee is something
13 that's more front burner, but I think all of these
14 areas of added board attention are -- are good --
15 are good and can only help us greatly.

16 I just -- again, I'm concerned about the way
17 the chartering and the everything else formal --
18 formalized structure that we have been -- that I
19 was looking at over the weekend. So I rest my
20 opinion right now. Other thoughts?

21 MR. BURNETT: Since I was talking, can I just
22 one more moment to share something with you
23 because --

24 CHAIRMAN OLSON: Yes.

25 MR. BURNETT: -- my sort of marching orders

1 was to understand from the Authority that last
2 meeting you were going to come here and figure out
3 a direction. Two things to note. And it may have
4 been Commissioner Dean brought this up before with
5 the county having its form for these types of
6 applications.

7 If you do move forward with committees, I
8 think Mr. Clarke sent an e-mail with his revision
9 to the county's form version of -- of applications
10 for committee members. So you may want to consider
11 that and look at that more closely going forward
12 and obviously rules related to this going forward.

13 And then one final thing, which is my e-mail
14 related to analyzing this issue included a
15 potential resolution, and I'll just hand you a
16 draft so you'll have something to take away with
17 you today.

18 But I did draft a regulation resolution. You
19 can line through any one of these committees or you
20 could obviously add more. You could always amend
21 in the future, but at least you'll have something
22 to say this would be the document we would use to
23 adopt these committees if we wanted to move
24 forward.

25 CHAIRMAN OLSON: Okay. More discussion on

1 where we go with committees?

2 MS. LIOTTA: Yeah, I have some comments.

3 I think the -- the general drive as I saw it
4 for people for these committees to be set up was
5 this board's desire to make -- drive change and do
6 more things with less time. Part of the way to do
7 that is by inviting members of the community to get
8 engaged on a more formal level and have their input
9 taken frankly a little more seriously.

10 If they're a member of the committee, they're
11 on the record, they're giving their viewpoint, and
12 I think it leads to a more robust and healthy
13 interaction between this board and the airport and
14 general community.

15 And the committees don't make final decisions.
16 They sort through viewpoints, do research, and they
17 come back with recommendations which the board may
18 or may not choose to adopt. Is it more work for --
19 in the sense of Sunshine Law requirements? Yes,
20 absolutely. But I don't think we should dismiss
21 the idea of committees out of hand because it's,
22 you know, more difficult than we may originally
23 have thought it might be.

24 I still believe that these committees are
25 worthwhile and that, you know, having that input

1 from our tenants, the airport users, is only going
2 to make the -- the decisions that this Authority
3 makes better, and I think it's worth it.

4 CHAIRMAN OLSON: Other comments?

5 MR. CLARKE: I would like to echo Ms. Liotta's
6 sentiments. She's expressed my -- my feelings very
7 well, very eloquently. And I'll just give you the
8 rationale that would be behind my thought of having
9 a master plan committee in the first place.

10 Somewhat inspired by the county. The county
11 has, I don't know, Mr. Dean, what, 20-some
12 committees and they -- they are citizen -- citizens
13 with technical expertise in different areas.

14 When I first started to come to these meetings
15 and I got -- moved our airplane to this field, I
16 read the master plan. I read through -- I read it
17 through at least twice and skimmed it a third time,
18 and it's about 500 pages long.

19 None -- none of the people on this board
20 collectively have the technical knowledge to
21 understand all the elements of that plan. And it's
22 all -- it's all about the technical management and
23 running of the airport. It doesn't have anything
24 to do with finance. Indirectly, it does of course.

25 But there are -- I went through it and I

1 isolated approximately a hundred recommendations
2 that are contained in that plan. And in the
3 meetings I came to before I was on the board, I
4 barely heard any discussion of have we accepted
5 this recommendation? If so, what -- what is the
6 status? If we did not accept it, we rejected it,
7 then we can -- we can dismiss it; we can move on.
8 If it -- if it's a worthwhile addition, you know,
9 if it involves lights or safety or taxiing or
10 whatever it involves, then we need to put it on the
11 plan.

12 So I -- I looked at the information and it was
13 like a -- it was a pyramid. Can the -- you
14 mentioned it earlier. Can the board possibly
15 digest 500 pages of a master plan? I don't see
16 them doing that.

17 But -- and we have the technical expertise
18 right on this -- in this airport and in the
19 community to -- to create a -- an advisory
20 committee. And again, they wouldn't have any
21 authority, and the way that this is written, it
22 states explicitly this committee is subject to the
23 govern -- Florida in the Sunshine Law.

24 I don't think there's anything secret. If
25 anybody wants to attend the meeting, they're more

1 than will -- more than welcome. Please do and have
2 some input. But have the -- have the committee
3 help -- help the board prioritize what our role is.
4 And that is to provide the resources to the
5 administration to carry out our vision of where the
6 airport ought to be. And that -- that's, you know,
7 my rationale.

8 Setting up a permanent committee gives
9 recognition to that -- to our role. It says yes,
10 we're -- you know, we're on top of this. We have
11 an audit committee to monitor the finances, a
12 master plan committee to monitor the capital
13 expansion plans, a community engagement committee
14 because it's very important to us for that aspect,
15 a safety committee. It -- it really brings I think
16 a lot of transparency and credibility to the board,
17 and it's something that we -- you know, none of us
18 are going to be here forever. We'll pass on to the
19 next board and I think it makes us stronger.

20 And it -- not to mention the fact that we --
21 you know, we have to acknowledge that we have a
22 limited staff and, you know, we can't expect them
23 to come in, you know, to -- to meet with us and
24 review every single thing. I mean, they have --
25 they have work to do on a day-to-day basis. So

1 what do we do? Like the -- the old Chinese saying
2 is many hands make light work.

3 So let's -- you know, let's engage our -- our
4 tenants, people from the community and, you know,
5 they'll produce -- they'll produce results for us.
6 I will guarantee. As Ms. Liotta said, if they have
7 an ownership in the -- in the -- you know, the
8 decisions that we finally make, you know, they're
9 going to step up and do a good job.

10 CHAIRMAN OLSON: Other comments?

11 MS. CASH-CHAPMAN: I -- I agree. I think, you
12 know, when we ran, we ran knowing that we wanted to
13 make some changes and we ran knowing that we want
14 this to really be a community airport, right? It's
15 not just our airport; it's the community's airport.

16 And so, to be able to do that, I think it's
17 vital that we have these different committees that
18 people -- I mean, the people deserve to be heard,
19 right? So people want to be heard and they want to
20 be seen, and we have the opportunity to make that
21 happen for them.

22 And I know that for me personally, I ran
23 knowing that I wanted to be hands-on. I ran
24 knowing I wanted to meet more than once a month so
25 that we could make a change. And it's frustrating

1 when I hear people say, "Congratulations, but you
2 know nothing's going to change." And that's --
3 that's very frustrating to me. And if that's what
4 our community feels, then we need to do something
5 as a board to make that change.

6 So we invite the community to join these
7 different committees so that they can help be a
8 voice, so that they can help us make that change.
9 Because there are changes that do need to be made
10 and we can't do it just us.

11 So this is a fantastic opportunity to bring in
12 not just the airport community, but -- but the
13 public and say, what do you want to see here? What
14 can we do? And how can we work together to make it
15 our airport and make it as successful as possible?
16 So I think that it is absolutely vital that we have
17 these committees and that we move forward sooner
18 rather than later on them.

19 CHAIRMAN OLSON: Reba?

20 MS. LUDLOW: They always save the best for
21 last.

22 I understand what Bob's saying about having
23 formal committees, you know, so -- and I don't see
24 where they really have to be formal. I mean, if
25 Michelle, you know, is -- we -- that could just be

1 our area, like a community engagement.

2 But why -- why would we have to have a formal
3 committee for that? I mean, could -- it would be
4 like the chairman saying, Ms. Liotta, will you take
5 care of policy and report every month?

6 MS. LIOTTA: Well, I think part of it is, to
7 echo what Dennis was talking about, you know,
8 things can get -- you know, with the master plan,
9 for example, having a formal body that's there, so
10 even after we are no longer here, it's there as its
11 own structure and institution to make sure that
12 that ongoing care and meeting of the master plan
13 and the feedback from the community is -- that
14 format's going to be there. It's not dependent on
15 the strength or weaknesses of any board. And I
16 think that's been an issue that we should
17 acknowledge.

18 I mean, Bob mentioned before that the
19 master plan last time around was not -- there was
20 not much board engagement and that had some
21 unfortunate consequences.

22 So the having the committees is a way to say
23 we're acknowledging that we cannot do everything as
24 five people, there is expertise out there and
25 points of view, and by having it as part of a

1 formal committee as opposed to just ad hoc
2 committees meetings over coffee here and there,
3 it's add -- you know, it's sending a strong message
4 that we care enough about what the community says
5 and thinks that they are going to have formal
6 input.

7 You know, three minutes to do a public
8 comment, you know, for -- on a master plan or a
9 proposed policy, I don't think is sufficient input
10 from our community when we're sorting through
11 options and trying to understand what could be, you
12 know, maybe a minor point or maybe a very major
13 point.

14 And, you know, just saying, well, your -- you
15 can have three minutes of public comment to have
16 your point of view come across or maybe you can,
17 you know, find a time to meet with a board member
18 over coffee and talk about it and then hope that
19 board member is able to be an advocate for you on
20 the record, is not the same. It's just not the
21 same. And I think, you know, it'd be -- we'd be a
22 better airport to go ahead and invest in the
23 committees.

24 MS. LUDLOW: I just want to say I was not
25 against committees. I -- that would have been my

1 plan initially, to form committees to do this. But
2 I guess I looked at it more as responsibilities
3 instead of setting up formal committees, you know.
4 But, no, I'm all for everyone having a
5 responsibility and being able to report back to the
6 board.

7 CHAIRMAN OLSON: Okay. Well then, everyone's
8 shared their views. Next steps on committees? I
9 mean, we have -- we have some draft charters.

10 I continue to believe that the audit committee
11 should get priority attention. We have an audit --
12 annual audit underway. We have a draft of that
13 audit that's probably going to be available within
14 a short while. We'll have a formal audit
15 presentation in March and possibly -- or April, and
16 then there'll be the need to receive that audit,
17 confirm that we are beyond material weaknesses
18 of -- we hope.

19 I think it's a two-year period where we are on
20 some special designation for having the material
21 weaknesses, and there'll be a need to have the --
22 have the committee review all that, be on top of
23 all that, report to the board on all that, and to
24 select or recommend a -- recommend an audit firm
25 for the coming year.

1 I'm sure there are other things, but those
2 are -- I listed them because I think that's a very
3 timely and important one of the committees that
4 needs to go ahead.

5 MS. LIOTTA: I just have one question because
6 I don't have a copy of it in front of me. Is the
7 audit committee specified that a member of staff
8 has -- is to be on the audit committee, or no?

9 MR. CLARKE: One staff.

10 MS. LIOTTA: Okay. Because I thought it would
11 be -- that would make it --

12 MR. CLARKE: Board members. I believe it says
13 three board members.

14 MS. LIOTTA: Okay. Because I didn't -- I know
15 with the master plan, it talked specifically about
16 some of the staff being on there. And since we now
17 understand that it would be subject to Sunshine, it
18 would just make it -- I think it would make it very
19 difficult to put staff members on the committees,
20 because any time someone needs to just call and get
21 information, it might run afoul of Sunshine because
22 you're, you know, sending an e-mail saying, hey,
23 can I get background on this or that if they're
24 also on the -- you wouldn't be able to do that if
25 they were also on the committee.

1 So I would -- I would want to take a look and
2 see what the -- what various charters say about
3 that just so that we don't accidentally create a
4 situation --

5 CHAIRMAN OLSON: Yeah.

6 MS. LIOTTA: -- that makes it hard for the
7 board to interact with staff.

8 CHAIRMAN OLSON: Okay. I'm not sure I can
9 directly -- I think that's a good question to put
10 out there.

11 A year and a half ago, I brought a proposed --
12 I did research on how other airport authorities are
13 handling audits and audit committees, and I looked
14 at two or three. The common thing is multiple
15 board members sitting on those. The common thing
16 with all airport committees is populated by more
17 than one member of that authority board. That's
18 true in Gainesville. It's true in Naples. I'm
19 trying to think of what other airport I looked at
20 the committee structures.

21 And so -- and each committee, other -- the
22 full board is also welcome to sit in on all of
23 those, but it's multiple board members that are
24 sitting there.

25 The case of Naples, and that's why I brought

1 it up with the possibility of Jesse Dunn from the
2 county, is Naples has the financial -- chief
3 financial officer of the city of Naples is a member
4 of the Naples airport audit authority -- authority
5 audit committee.

6 So again, I'm not sure if it directly answered
7 your question, but I would expect that for audit,
8 there would be multiple board members, more than
9 one board member that would be on it.

10 MR. CLARKE: I think I -- when I drafted that
11 charter, I included three members, one
12 non-treasurer -- the treasurer could not be part of
13 the audit committee but three other members. So
14 60 percent of the board would be a member.

15 CHAIRMAN OLSON: And why is the treasurer not
16 a member?

17 MR. CLARKE: Presumably the treasurer has --
18 is responsible for generating the transaction --
19 the entries and the transactions and creating the
20 records that would be audited by the other people.
21 You can't audit yourself.

22 CHAIRMAN OLSON: The board treasurer -- the
23 volunteer board member treasurer.

24 MR. CLARKE: That's correct. That's correct.

25 CHAIRMAN OLSON: Okay.

1 MR. CLARKE: You can't audit yourself. That's
2 a standard.

3 CHAIRMAN OLSON: Okay.

4 MR. CLARKE: I'd like to -- I'd like to chime
5 in. I just had an oppor- -- has -- has that public
6 been given the -- your Resolution 2023-02,
7 Mr. Burnett?

8 MR. BURNETT: No, sir, but I can read it into
9 the record if you like.

10 MR. CLARKE: I have to say I -- it's a very
11 impressive, you know, piece of work. And what it
12 does, I think it would be good to read it into the
13 record because it -- it essentially summarizes
14 everything that has been said here positively about
15 creating committees without -- you know, it would
16 leave the structural detail, you know, to another
17 day.

18 Ms. Liotta made a good point about having
19 staff on the master plan committee, for example. I
20 had not considered that. But the -- they would
21 be -- their attendance at such meetings would be
22 necessary just to provide their input. But it may
23 be a good idea not to have that. So -- you know,
24 as members of the committee for the reasons that
25 Ms. Liotta stated.

1 So I think this -- this Resolution 2023-02 is
2 very well done, and I think we should consider it,
3 or publicize it and bring it back, you know, so the
4 public has a chance to review it. I'm sure
5 there'll be comments on it, and maybe we could
6 defer it to the next meeting or let's read it into
7 the minutes -- or into the public record now and
8 consider it and vote on it.

9 CHAIRMAN OLSON: I guess a question,
10 Mr. Clarke. Following up with on -- the -- the
11 provision to the resolution has -- does that
12 actually approve the charters as they have been
13 currently drafted without opportunity to go through
14 them as a board? Because that's -- that's pretty
15 sweeping.

16 MR. CLARKE: You -- you appear to be correct,
17 but we could always -- but we could always change
18 those structures. But maybe we need to have
19 another several weeks to review the charters and
20 come back with specific, you know, recommendations
21 or comments. But it -- but yet a -- you know,
22 approve them in an overall sense but not adopt
23 their -- their rules.

24 CHAIRMAN OLSON: Yeah. The way I read this,
25 it indicates that, you know, the -- as I think

1 everyone has said, these committees, the way
2 they're being proposed, are really important and a
3 big part of how we will proceed in the future
4 versus how things have happened since the Authority
5 was created.

6 So, I just think they need -- they need to
7 have individual -- they need to be individually
8 reviewed in our authority -- by our authority as to
9 all the provisions of them before we enact them or
10 even ref- -- by reference, is my view, but other
11 input?

12 MS. CASH-CHAPMAN: I mean, how long are we
13 talking here? How much time do we want to review
14 these and move forward? Because I just don't want
15 to see us continue to push and push and push and
16 then a year goes by and we haven't done anything.

17 MS. LIOTTA: Giving ourselves deadlines is a
18 good idea.

19 MS. CASH-CHAPMAN: So...

20 MS. LIOTTA: Well, I think it's probably worth
21 discussing some of the concerns.

22 You know, I -- I hear Mr. Olson when he's
23 talking about the -- the need for balance between
24 community engagement and abdication of
25 responsibility. I don't think that's what --

1 that's not -- we don't want to do that, right? We
2 don't want to just say, okay, well, some -- the
3 committee's in charge now of the master plan or the
4 committee's going to make all the major policy
5 decisions. I don't think that was the intent.

6 As specifically for the policy charter, it is
7 written lightly, and if there are particular -- you
8 know, Mr. Olson's expressed his concerns about that
9 and I hear that. You know, if there are -- it -- I
10 did envision this as a blend of people in the
11 community able to come to those committee meetings
12 and say, hey, here's an issue we're having, so that
13 there -- that's -- that's another way for the board
14 to hear about things.

15 It could also go the other way where something
16 comes up at the board level and they say, hey,
17 delegate down, look into this, so that we don't
18 have a board -- you know, a meeting use policy
19 issue that drags on for seven months, you know.

20 So I think it -- it's a -- it's a balancing
21 act that needs to be done, but I don't necessarily
22 know that we're going to have perfect language day
23 one. So we, you know, I think we can always amend
24 these, and since we're building something new,
25 we'll need to be open to making adjustments. You

1 know, for example, committee size or specifying how
2 many board members.

3 For the board -- for the policy charter, I
4 just put you had to have one board member. That
5 person would be the chair. I -- if the group
6 thinks that it's important enough that we should
7 require two board members, you know, I'm certainly
8 open to that. I just think we need to discuss what
9 issues we're seeing so that we can make progress
10 and, you know, go ahead and have the discussion so
11 we can make the decisions so that the -- we can --
12 we can move forward.

13 MS. CASH-CHAPMAN: So do we think that if
14 we're not comfortable moving forward today, is this
15 something that we may want to do like a workshop on
16 so we can sit down and work it out and bring to the
17 next meeting to vote on? Is that something that
18 we're -- we're -- to have a meeting or a workshop
19 specifically just to get through the charter so
20 that we're not spending --

21 MS. LIOTTA: Yeah, I think -- I think we need
22 to be able to, for lack of a better word, hash it
23 out --

24 MS. CASH-CHAPMAN: Yes.

25 MS. LIOTTA: -- and get down into what could

1 be pretty granular details so that we're
2 comfortable as a group as to what these charters
3 say and how we think they're going to work so that,
4 you know, the -- we can move forward. And maybe
5 having a special meeting, a workshop is -- would be
6 the way to do that.

7 CHAIRMAN OLSON: And I'm not sure that the
8 final versions of all the five have been circulated
9 yet. So, we -- I think that's a good idea, is to
10 have a work session and not delay it, not have -- I
11 would expect that if we dedicated a meeting to
12 working through those, we might not take a huge
13 amount of time to get through -- through them. But
14 I think we need to look at them, each of them.

15 MS. LIOTTA: That would give us another
16 opportunity for potential -- potentially some other
17 tweaks ahead of that.

18 The issue like of whether or not to have staff
19 because of that creating an un- -- unanticipated
20 difficulties or any other tweaks that somebody
21 might want to make before we do a workshop. And
22 also make it known to the community, hey, you know,
23 here this is -- we can maybe get more input from
24 people who are interested in these committees,
25 might want to serve on these committees --

1 MS. CASH-CHAPMAN: Right.

2 MS. LIOTTA: -- and have these draft charters
3 a little bit further along and public -- publicized
4 along with the meeting so that we can get some
5 feedback from people who are interested as we're
6 doing the discussion.

7 CHAIRMAN OLSON: Okay.

8 MR. CLARKE: I just have one -- one comment.
9 I think that's a great idea.

10 I would like to see these -- this
11 Resolution 2023-02 along with the current versions
12 of the committee documents and charters publicized
13 along with the application.

14 Let me ask Mr. Dean if -- in the audience.
15 Are we okay do you think to use the version of that
16 committee application? Would the county have any
17 objection to that? Because I edited it and just
18 substituted preferences to the Airport Authority
19 board.

20 COMMISSIONER DEAN: I think it would be good
21 to use it. We certainly would have no objection.
22 It's worked very well for our 25-plus --

23 MR. CLARKE: Okay.

24 COMMISSIONER DEAN: -- advisory committees.
25 And I would applaud -- I just want to say, because

1 it's important I think, I want to applaud all of
2 your comments regarding community input. And I
3 think from my perspective, community input is very
4 important, but it's only important if they make the
5 recommendations and you consider them.

6 Now, if that's how the process is working,
7 based on my roughly 45 years of experience in
8 Florida government, that would clearly fall under
9 the Sunshine Law. So you really have discussed it
10 well and you're making a choice that if you go
11 forward with meaningful committee input, it's
12 probably to best err on the side of caution,
13 because the last thing you want is to get all of
14 this community input and then you get someone walk
15 in off the street and file a Sunshine Law violation
16 because you didn't notice the meeting. Just my
17 thoughts.

18 MR. CLARKE: Thank you.

19 CHAIRMAN OLSON: Yeah, and following up on
20 what Mr. Dean just said, I guess I'm asking Doug.
21 I'm thinking, based on the way these committees are
22 being discussed, would the members be subject to
23 financial disclosure filings?

24 Because I serve on the county's Cultural
25 Resources Review board, and that keys filing of a

1 financial disclosure with the county election
2 office.

3 MR. BURNETT: It may. I'll take a look at
4 that and I'll get you a response back.

5 CHAIRMAN OLSON: Okay. I mean, it's not an
6 impediment necessarily for anyone, but it's just an
7 added step that has to be considered if we
8 formalize these meetings in the way that's being --
9 could be needed as in the way we are discussing
10 them.

11 MR. BURNETT: And one other thing while we're
12 at this moment.

13 It sounds, as I understand where the board's
14 headed so we've got a good clear consensus and
15 direction of staff, we'd have the proposed
16 resolution on the agenda when this item comes up
17 again and all five of the committees with the five
18 draft committee charters would be part of that, and
19 we would have a hear- -- we would have another
20 public meeting where comments.

21 My suggestion on that so you think about
22 process going forward the next time is take each
23 committee, go through each document with any
24 comments, and vote on -- make a decision on each
25 one of them individually. That way you can

1 solidify and move forward.

2 CHAIRMAN OLSON: Okay. So, suggestion's been
3 made of a board work session on this. Do we want
4 to have that separate from a regular board meeting?
5 Not the same day. Do we want to look at calendars
6 about that?

7 MS. CASH-CHAPMAN: Can we think about maybe
8 using the 10th, Friday the 10th, that extra day
9 that we had kind of planned out for interviews that
10 we probably won't need, if that works for everybody
11 and then we could get it on the agenda for the
12 next?

13 CHAIRMAN OLSON: Suggestion's been made on the
14 10th.

15 MS. LIOTTA: I was thinking along the same
16 lines. We've already talked about that date.
17 Probably won't need it. Even if we do, we could
18 schedule it maybe at 1:00, to start at 1:00 or
19 something like that. If for some reason one of the
20 three interviews --

21 MS. CASH-CHAPMAN: Yeah.

22 MS. LIOTTA: -- moves from the 6th to the
23 10th, then we'll have the workshop maybe scheduled
24 for 1:00.

25 CHAIRMAN OLSON: Okay. 1 p.m. on the -- on

1 Friday the 10th, a special meeting or workshop, and
2 I have to look at the definition --

3 MS. LIOTTA: I think we should do it as a
4 special meeting if we're going to take a formal
5 vote on whether to --

6 CHAIRMAN OLSON: Right. For taking action.

7 MS. LIOTTA: -- move forward with one or --
8 you know, charters one by one, that would be a
9 decision. So we'd have to have a -- that as a
10 regular meeting not a workshop.

11 CHAIRMAN OLSON: Okay. And then we need to
12 have the -- wherever the drafts are, the ones that
13 are the fine -- the latest version of each of these
14 charter drafts needs to be distributed in advance
15 so that we can be familiar with them.

16 MS. LIOTTA: Yeah, I suggest that each --
17 everybody just take a look at the drafts that they
18 have right now and after the discussions, if
19 there's any final tweaks before it gets published
20 out, then -- then it will be closer to what -- what
21 we're going to be discussing at the meeting if
22 anyone has any last-minute changes in mind.

23 CHAIRMAN OLSON: Okay.

24 MS. LUDLOW: Okay. And my question, since my
25 committee was already approved with the other

1 board, am I required to do a charter and -- it's
2 already approved like last August.

3 CHAIRMAN OLSON: Yeah, it was established and
4 it's actually been meeting, right?

5 MS. LUDLOW: Yes.

6 MS. CASH-CHAPMAN: I think it would be helpful
7 if we could see it and maybe if we have any
8 suggestions for revisions as well as -- as our
9 revisions for our new ones, that that might be
10 helpful, and that way we -- we're starting with all
11 of the committees at the same --

12 MS. LIOTTA: Yeah, I -- so the committee was
13 formed last year. Did it have a formal charter or
14 was it --

15 MS. LUDLOW: No.

16 MS. LIOTTA: So it doesn't have a charter.

17 MS. LUDLOW: No.

18 MS. LIOTTA: So it --

19 MS. LUDLOW: We -- yes, we worked on our
20 charter but we did not bring it before the board.
21 We have our -- our committee charter, but we did
22 not bring it before the board. At that time, it
23 wasn't required.

24 MS. CASH-CHAPMAN: So I think moving forward,
25 maybe you should bring yours forward, too, and then

1 we can all be on the same page and then we can all
2 get it approved by the board at the same meeting
3 and then move forward that way?

4 MS. LUDLOW: That's fine.

5 CHAIRMAN OLSON: Good. Okay. Good. So we'll
6 have five -- five or six. You have two -- you have
7 two.

8 MR. CLARKE: Policy audit and master plan --

9 CHAIRMAN OLSON: Yeah, five -- then five, and
10 then each of you have one.

11 Okay. So we're -- we are I guess done with
12 that for today except we need to have -- we have a
13 public comment on the -- do we have one on the
14 committee assignments? No, we don't. No, we
15 don't. Okay.

16 MR. LIOTTA: Yes, we do.

17 CHAIRMAN OLSON: Oh, do we? I'm looking --
18 okay. We do have a public comment. Okay.

19 MR. LIOTTA: I checked every box.

20 CHAIRMAN OLSON: Okay.

21 MR. LIOTTA: First of all, for the record, I
22 want to say I agree with Ms. Liotta.

23 MR. CLARKE: Smart.

24 MR. LIOTTA: But seriously, I do. I think one
25 of the things that I can provide from some

1 community feedback, based on conversations I've had
2 with a number of people, is part of the reason why
3 you're getting so little community feedback is it's
4 painful to sit here in the audience hours and hours
5 while you guys do the approach that you're taking.

6 There's a way to have a more effective meeting
7 approach and I would suggest it, and I think these
8 committees could be a big part of that because they
9 can get through a lot of the stuff that maybe
10 someone doesn't care about and bring back
11 recommendations that the -- the larger community
12 can hear, you know, after they've already been
13 distilled into just the actual issues. And I think
14 that will make these meetings much more effective
15 and timely.

16 So I would really say that while people are
17 like, oh, it's the scary Sunshine Law, it's not a
18 scary Sunshine Law; it's just some requirements
19 that you've got to fulfill. Do it. And the county
20 not only is a good model for you to look at, but
21 they might even help you. Maybe you should ask the
22 county, hey, can we use some of your resources to
23 fill -- facilitate these committee meetings? You
24 know, they might be able to help you with that
25 as -- as well.

1 So I just think that you've got to find a way
2 to make these meetings for effective so that people
3 want to attend, want to give you the community
4 feedback, and for people who only care about
5 certain issues, they don't necessarily have to sit
6 through three hours of meetings to get to just
7 their one issue. They can go to the committee
8 that's dealing with their issue and contribute
9 either through public comment or maybe be a member
10 of that committee. So I think that will work a lot
11 better long term.

12 And I think also, just in general it feels to
13 me, as the guy who keeps making these public
14 comments, like you guys have already decided
15 everything before you open it up to public comment,
16 you know.

17 I think it would be better to actually engage
18 the public before you've made your sort of point of
19 view and hear from the public and maybe that will
20 affect your point of view, and the public might see
21 that it affects your point of view, which might
22 encourage them to actually give it to you. Thanks.

23 CHAIRMAN OLSON: Thank you. And we're going
24 on to T-hangar evaluations --

25 MR. BURNETT: Mr. Chairman, before we -- just

1 a one item of suggestion.

2 Just recognizing that you're adding one more
3 meeting to the 10th, I'm not opposed to it. It
4 does cause you additional administrative burden by
5 having a separate meeting than having items on the
6 same agenda. Obviously, a court reporter and you
7 have staff that are here at these meetings.

8 The only thing that I would bring to your
9 attention that you may want to consider is you
10 could on the 6th begin that meeting -- obviously
11 you've already set in stone for more than likely
12 having the video interview at 2:00. You may want
13 to take up this committee item at 1 p.m. at -- on
14 the 6th, knowing that you've got the interviews at
15 a time certain 2:00.

16 You could suspend the discussion on the
17 committee at 2:00 and pick it up after your
18 interviews so you can get through that item of
19 business or you can continue on to another date.

20 But at least you keep this issue moving if
21 everyone comes to the meeting on the 6th. If you
22 did my suggestion and have the meeting at 1:00 on
23 the 6th, if everyone comes and the charters for
24 each individual committee have been vetted because
25 they've been advertised and put out there publicly,

1 you-all have obviously looked at it, it may be that
2 you don't need hours upon hours to review the
3 committee charters at that stage during the
4 meeting. So just a suggestion.

5 CHAIRMAN OLSON: I sort of like leaving it on
6 the 10th, but I recognize that we have -- we're
7 adding one more meeting to staff support. But I
8 guess we need to get used to it because we're going
9 to have a lot of meetings that need staff support
10 after we act on the (inaudible.)

11 (Court reporter interruption.)

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

13 CHAIRMAN OLSON: I am sorry. Do I need to
14 repeat?

15 (Portion read back.)

16 CHAIRMAN OLSON: On the -- on the committee
17 recommendations. I'm sorry. I guess I need to
18 have -- when I speak in that direction, I guess the
19 mic's not picking me up.

20 Okay. So everything okay, we can move on?

21 MR. WUELLNER: Confirm the time on the 10th.

22 CHAIRMAN OLSON: The 10th is 1 p.m.

23 T-HANGAR EVALUATION FEASIBILITY

24 CHAIRMAN OLSON: Moving on to hangar
25 evaluation feasibility.

1 MR. HOLESKO: Good morning. We're good?

2 We're good. Good morning to the board members,
3 staff, and everybody present.

4 Andrew Holesko with Passero Associates here
5 with Matt Singletary. I have been the lead program
6 manager here working with the board and staff for
7 some three years. Matt is one of our technical
8 project managers who is the lead project manager
9 right now and will be working for your T-hangar
10 project.

11 We're going to actually present from one of
12 the TV screens, so I want to ask the board members,
13 which would be the most convenient for us to use
14 because we're going to point the some specifics on
15 the screen? And any of the three is fine.

16 MS. LUDLOW: That one.

17 CHAIRMAN OLSON: Yeah, use that one.

18 MR. HOLESKO: Okay. Coming over here. We did
19 not text each other this morning about what we're
20 wearing, but we're wearing almost identical
21 clothes. That's kind of strange.

22 So, I think the presentation that we're going
23 to go through here is actually going to be very
24 beneficial to talk about the next phase of
25 T-hangars because it really looks at the

1 interrelationship of the T-hangars inside the
2 master plan plan, the entire south GA, ground
3 access, other land-related issues because we're
4 going to talk about what is available to develop
5 right now.

6 Three of the five board members have reached
7 out to Passero in some way over the past few weeks
8 or the past few months and said, Andrew and Matt,
9 exactly what can we do today that we -- that we own
10 and we can operate and we can do? And that's what
11 you're going to see in some of the graphics. And
12 then what comes next and what's in our way for what
13 comes next.

14 I think that's very much aligned with what
15 Board Member Clarke is talking about for his
16 master plan considerations of, what's the
17 background behind the project? Do we really
18 understand how the different projects fit?

19 And we just want you to know that if you want
20 Passero to come and give you background on a
21 project and how it fits inside the master plan and
22 if you want us to speak for five minutes or 30
23 minutes or two hours, we are good with all that.

24 Because the different airports that we work
25 with, sometimes it's a five-minute discussion,

1 sometimes it's 30, and sometimes it's two hours.
2 Sometimes it's a complete special meeting.
3 Whatever you want us to do, all you have to do is
4 say the word and we'll come and give you more
5 background detail, just like I think we're going to
6 be doing here today.

7 So we're going to talk about the Phase 1
8 T-hangar that's coming next, its incorporation into
9 the south GA, and where the money is coming from.
10 So, Cindy, you can do the next slide. Okay, Matt,
11 do you want to talk about what this shows?

12 MR. SINGLETARY: Okay. For this first round
13 of T-hangars that has funding coming up this year,
14 what we're looking at, so there's two obvious
15 locations for a new T-hangar building that would
16 make sense in that they're along this main row of
17 hangars. We have majority of your units I think on
18 the airfield off of Taxiway D.

19 So those are -- there's an open space that
20 would -- was -- A row used to be a hangar right
21 here. Hangar A was demolished recently. It was in
22 bad condition. And then you also have J row, which
23 is also open. So these two spots, they already
24 have taxiway access and most of the site
25 infrastructure is there. So that's what A, and

1 then J would be under consideration as spots you
2 could -- would make sense to put a new T-hangar.

3 And then also another one, they've kind of
4 been floating an idea, you know, is there spots on
5 the other side of Estrella and looking at it
6 recently, there is a spot right here where you
7 could fit a similar-sized hangar on the -- on the
8 south side of Estrella just next to this here, kind
9 of across from the SAAPA area. So that is
10 basically what this is showing.

11 Want me to get to a little more of the notes
12 we have here, so there's three sites. If you add
13 these three together, there's 27 units shown as
14 possible -- you know, within these possible
15 locations.

16 The funding that is in place now we anticipate
17 could support developing two sites. The -- the
18 budget number that we would put forward to you as
19 the number to use is \$150,000 per T-hangar unit.
20 So, the \$2.3 million is the total project amount
21 that's grant funded right now. That gets you 15
22 units at that 150 budgeting number.

23 Another one we have on here, this one right
24 here I just wanted to point out, so it was part of
25 the environmental planning and project that was

1 done in the past over here developing a lot of the
2 hangars over in this area, there's a large, several
3 hundred year old oak tree that's right there that
4 if you did build that hangar, it would have to be
5 built down to.

6 Is there anything else you want to add to
7 that, Andrew?

8 MR. HOLESKO: I do. Actually, I want to add
9 that all four of the hangar sites that are shown,
10 they all have a constraint of why they can't be
11 bigger on both sides.

12 So J row has Taxiway D, Runway 6/24, and the
13 height of a building and an FAA antenna. Row A has
14 Estrella on one side and the runway protection zone
15 for Runway 2/20. And then the -- the new one that
16 doesn't have a letter label, it's got taxilane on
17 one side and it's got Estrella on the other. And
18 then the single-sided box hangars are bounded by
19 Estrella, the taxiway parking area, and the
20 taxilane of the proposed T-hangars. So it's not a
21 random number that we have here. We have jammed in
22 as many as we possibly can.

23 The only other variable that I wanted to make
24 sure we talked about was actually -- was on A row,
25 was whether or not you thought it was wise to also

1 build a very small publicly accessible customer
2 office on the south side of A row, because that's
3 where the sightseeing and that's where small
4 businesses are operating and doing business with
5 people that don't go inside the fence.

6 So if you wanted us to put a small office
7 right on the south end of A, we could do that so
8 somebody could pull in off Estrella and go and
9 actually have an office for sightseeing and things
10 like that.

11 It's really one of the only areas that has
12 that perfect interface to come off U.S. 1 and have
13 a small office without going inside the fence.
14 Talk now or go to the next sheet?

15 MS. LUDLOW: No -- yes, I do have a question.

16 So you're saying you could have a small
17 business office, but the rest of those would be
18 T-hangars?

19 MR. HOLESKO: Yes.

20 MS. LUDLOW: Okay. So why would we have an
21 office there?

22 MR. HOLESKO: Somewhat similar to even the
23 SAAPA end unit, which is a very large office. But
24 right now when people -- I mean, I just -- I look
25 at the helicopter operation sightseeing, and I just

1 heard over time that it's -- there's always a
2 struggle meeting the people at the gate, calling on
3 the phone.

4 This is the area where you -- they could have
5 some advertisement, come off of U.S. 1 and have a
6 very small office, walk in through their building
7 and go out to the taxilane and go on their way.
8 Just because that's -- that's their interface with
9 people. Instead of just having them on a phone, I
10 see them out there waiting sometimes and sometimes
11 they're on golf carts. All of that could be a
12 little bit easier if this -- if there was a simple
13 storefront.

14 MS. LUDLOW: So are you saying the airport own
15 that and --

16 MR. HOLESKO: It would be leased --

17 MS. LUDLOW: -- I mean, the airport run it,
18 staff it?

19 MR. HOLESKO: No, no. It would be leased to
20 whoever --

21 MS. LUDLOW: Oh.

22 MR. HOLESKO: -- the lessee would be inside
23 the T-hangar.

24 MS. LUDLOW: I see.

25 MR. HOLESKO: It's just one more -- it's one

1 more business opportunity that we simply don't have
2 in that location today.

3 MS. LUDLOW: Revenue-producing.

4 I do have another question. And I -- I
5 mentioned this to Ed several meetings ago, about
6 that antenna farm or whatever it's called at the
7 end of J row --

8 MR. HOLESKO: Yes, ma'am.

9 MS. LUDLOW: -- that we feel like that's
10 antique anyway and if we ask for that to be moved,
11 it could be moved probably?

12 MR. HOLESKO: I don't know that. We were --
13 basically we're hands-off on the antenna. We have
14 not talked about demo.

15 But I would also add, even if we could do
16 that, that would mean that we could always build
17 additional hangars on the end. If you want us
18 to -- to look at it right now, we can try and find
19 out the answer to that right now.

20 MS. LUDLOW: Well, yeah, I think that should
21 be part of the whole plan.

22 The other thing is, why can't we get rid of
23 that road? Because that road was made there -- on
24 K, L, M where you have to turn in, I mean, that's
25 wasted space that could be hangars. That was -- we

1 did that when Estrella didn't go all the way
2 through.

3 MR. HOLESKO: Are you saying that at some
4 point to put a southern extension on the --

5 MS. LUDLOW: Exactly.

6 MR. HOLESKO: You could do that.

7 MS. LUDLOW: Yeah, exactly.

8 MR. HOLESKO: It's not necessarily --

9 MS. LUDLOW: But we don't need the road there
10 anymore. We can build out to as close to Estrella
11 as we can. So how many more units of row would
12 that give us? Two or at least two per row? K, L,
13 M.

14 MR. HOLESKO: One or two max. But I would
15 think one, but it is possible to -- Matt, show them
16 what we're talking about.

17 MR. SINGLETARY: Yeah. Yeah, this -- this
18 road, maybe on the end --

19 MS. LUDLOW: Right. Well --

20 MR. HOLESKO: One or two.

21 MS. LUDLOW: -- we would like to utilize that
22 space, because we don't need the road and Estrella.
23 That's a duplicate --

24 MR. HOLESKO: Do you want us to look at that
25 right now inside this next T-hangar project or do

1 you want us to focus on the other areas?

2 MS. LUDLOW: J -- the other area -- are you
3 talking about -- don't discard J row. I mean, if
4 you're going to look into that antenna thing being
5 moved, I think that should be included with these
6 others.

7 MR. HOLESKO: We will.

8 MS. LUDLOW: Yes.

9 MR. HOLESKO: I'm simply asking about K, L,
10 and M because the next proposal that we'll bring
11 back to you will be, you have X amount of dollars
12 that are coming from Florida DOT after July 1st to
13 fund the bidding and construction phase of the
14 project.

15 This is all achievable. We want to get it to
16 you as fast as you possibly can and we want it to
17 be exactly what you think that should be. So if
18 you tell us to put one more single unit on the K,
19 L, M, we could do it, but -- but we already know
20 right now that that would exceed the amount of the
21 grant funds that you're going to have available.

22 MS. LUDLOW: Right.

23 MR. HOLESKO: But it can be done.

24 MS. LUDLOW: Right. Yeah, we -- we don't need
25 to address that now. But J row, we could address

1 now.

2 MR. HOLESKO: Yes, ma'am.

3 MS. LUDLOW: Yes.

4 CHAIRMAN OLSON: Based on what Ms. Ludlow just
5 brought up, how many T-hangars -- what does that
6 bring the total possible T-hangar development on
7 this --

8 MR. HOLESKO: For this project or the total
9 available new?

10 CHAIRMAN OLSON: Well, to be added to our
11 inventory right now.

12 MR. HOLESKO: Well, Matt has shown -- 27 right
13 here, Matt?

14 MS. LUDLOW: Yes.

15 MR. SINGLETARY: Yeah, these are eight units,
16 so that's -- with all the in red, that's 27.
17 But -- so yeah, we're saying -- we're showing 27,
18 but based on the math and the budget, we're saying
19 for a new T-hangar unit, it's 15 new.

20 MR. HOLESKO: Well, I think the -- I think the
21 total number is 30. We're showing you 27. And if
22 we assume one in K, one in L, one in M, that would
23 be an additional three, so that would be plus 30,
24 what's showing on the screen.

25 CHAIRMAN OLSON: Okay. So the grant funds

1 could be spread over all 30 because there's a
2 local -- a local match for those FDOT funds, right,
3 for T-hangar?

4 MR. HOLESKO: Yes, sir, it could.

5 CHAIRMAN OLSON: So what you're doing is
6 you're not saying that we can't build 30, you're
7 saying that it will have a little bit different
8 economics that will likely and under thought --
9 thinkable scenarios would involve a bit higher
10 rents for all of them and amortize whatever source
11 of funds the Authority is using of its nature,
12 right?

13 MR. HOLESKO: Yes. The traditional grant
14 funding that the Authority would give us guidance
15 to design and bid would be, we have X amount of
16 dollars available, in this case it's going to be
17 around \$2.3 million, and you would determine how
18 many hangars you can build with 50/50 FDOT funding
19 with \$2.3 million.

20 Traditionally that's where you would stop and
21 that's where most airports would stop. But you
22 could still -- you could have \$4 million worth of
23 T-hangars in the bid, but the D -- Florida DOT
24 isn't going to give you any more money.

25 CHAIRMAN OLSON: Yes.

1 MR. HOLESKO: They're only going to give you a
2 certain amount and then you can build as much as
3 you wish if you want to pay the non-FDOT share.

4 CHAIRMAN OLSON: Right.

5 MS. LUDLOW: So how soon could we start those?

6 MR. HOLESKO: Well, that's -- I think that
7 this is kind of in line with the idea with Board
8 Member Clarke and this master plan implementation,
9 that's really where we are.

10 You're telling us right now and then we're
11 going to come back and give you the -- the schedule
12 of design and bidding of exactly what you tell us
13 that you want.

14 MS. LUDLOW: Okay.

15 MR. HOLESKO: So we're -- we're kind of
16 jumping ahead, almost doing what I think your
17 master plan committee would want us to be doing,
18 and that is really understanding what we can do
19 here before you even see any proposal from us. So
20 that's the number we're going to give you.

21 We can do everything on the screen. I will
22 just tell you -- I just want to bring up one more
23 thing about this oak tree because that was
24 probably -- there was probably more interface
25 between us as a consultant and the board members

1 and the general public on the entire layout of
2 where you're sitting and why all the T-hangars --
3 T-hangars are angled and taxilanes are angled to
4 avoid trees and make this a little bit of a green
5 space.

6 That oak tree is the single largest tree in
7 the middle of the tree preservation area that we
8 tried to preserve. I just want to bring that to
9 your attention, that just saying that we're putting
10 a new eight-unit T-hangar on top of that oak tree
11 is -- that was discussed long ago and it was
12 discussed by a previous board not to do that. You
13 can decide to do that, that's absolutely up to you,
14 and we'll do whatever you tell us to do.

15 CHAIRMAN OLSON: So, Mr. Clarke, are you
16 anticipating any arborists on your master plan
17 committee?

18 MR. CLARKE: How much does that tree weigh and
19 how long -- when can it be moved?

20 MR. HOLESKO: It cannot be moved. No, it's --
21 it's hundreds of years old.

22 MS. LUDLOW: And we won a -- an award, a
23 green -- what was it award we won?

24 MR. HOLESKO: You won the State of Florida
25 Florida Airports Council environmental project of

1 the year for tree preservation with the entire
2 development of south GA, fox, golf, and the
3 T-hangar project in how you preserved trees and
4 green space.

5 MS. LUDLOW: Yes. That island in the middle
6 of -- you know, that was part of it. This tree was
7 part of it. But we did win an award for it.

8 CHAIRMAN OLSON: What is the anticipated
9 source of funds from the airport for the match?
10 Airport Authority match?

11 MR. HOLESKO: I don't know the answer to that.
12 I'm going to defer to --

13 MR. WUELLNER: You have --

14 MR. BURNETT: It's in the budget.

15 MR. WUELLNER: Yeah. You have most of those
16 funds budgeted in current year.

17 CHAIRMAN OLSON: Okay. So they're in our
18 current year budget for the match for the
19 construction or the --

20 MR. HOLESKO: 2.3 million.

21 CHAIRMAN OLSON: 2.3 million.

22 MR. WUELLNER: Correct.

23 CHAIRMAN OLSON: Okay. Okay.

24 MR. WUELLNER: You also have a fundamental
25 decision to make during that when preparing the

1 grant as to whether you accept those funds at 80/20
2 or at 50/50, which will obviously affect the number
3 of units that can be built. Selecting the higher
4 percentage from DOT would reduce the units
5 available to about ten, but you have a greater
6 proportion of that paid for by the state.

7 MS. LUDLOW: I bet our treasurer can handle
8 that.

9 MR. WUELLNER: No doubt.

10 MR. CLARKE: You start to get the idea why we
11 need a chief financial officer to help us go
12 through these financial scenarios?

13 CHAIRMAN OLSON: Yes.

14 MR. CLARKE: And -- because it is rather
15 complicated. And there are -- there's a number of
16 options to finance the -- the T-hangars.

17 The structures themselves, that is the
18 building, can be funded entirely with debt without
19 regard to the preparation -- site preparation could
20 be funded with grants. There can be a bank loan.
21 There can be bonds issued. We could sell the
22 T-hangars or sell them to a developer and have a
23 developer -- or do a ground lease and just collect
24 the funds for the ground lease and have a developer
25 construct the T-hangars.

1 CHAIRMAN OLSON: Under the developer scenario,
2 do we con -- does the Airport Authority set and
3 control the rents and can the project qualify for
4 the FDOT grants with a private developer?

5 MR. HOLESKO: That is really for all of you to
6 determine. I think the answer to most of that is
7 yes, that you can. You could develop the T-hangars
8 and still have them privately managed but not
9 privately owned. They'd be in your property
10 anyway. No one would own the build, it would
11 always be an Airport Authority building. That
12 would be my understanding.

13 Maybe it's best that we actually go to the
14 next slide, too, because the next slide brings the
15 context of this one into the full development of
16 south GA, and that's also what comes next.

17 MR. CLARKE: Andrew, I have one -- one
18 question --

19 MR. HOLESKO: Yes, sir.

20 MR. CLARKE: -- before you move on.

21 The building to the east of the block -- or
22 the ground or plot of ground to the east of the box
23 hangar, what -- what is there right now?

24 MR. HOLESKO: Cindy, can you could back one?

25 MR. SINGLETARY: Parking lot.

1 MR. CLARKE: A parking lot.

2 MS. LUDLOW: Exactly. A parking lot.

3 MR. CLARKE: I mean, how -- you know, what
4 purpose -- who does that serve and can that be, you
5 know, utilized for T-hangars?

6 MR. HOLESKO: It has been used for overflow --
7 overflow parking for numerous special events and
8 things. I don't know, but I'm going to assume that
9 there are times that SAAPA fills it with cars. I
10 don't know that, though.

11 But it's -- at one point, it was actually
12 overflow parking for rental car needs on the
13 airport. Emergency response vehicles. But I don't
14 know how often it's full right now or being used.

15 MR. CLARKE: I mean, it could be theoretically
16 converted to use for another --

17 MR. HOLESKO: Yes. You could extend these
18 three and put perhaps three more single-sided box
19 hangars in that area.

20 MR. CLARKE: Okay. Thank you.

21 MR. HOLESKO: We didn't take any proposed
22 hangars and put them over any functional facility.
23 Even though it's a parking lot, it does have a
24 functional use, so we didn't eliminate it.

25 MS. LUDLOW: Yes. And I want to say it is not

1 used, but it was used when that first hangar was a
2 business, and -- and clients would park in that
3 parking lot and then walk across and go to the
4 door.

5 But that is not a business anymore, and -- and
6 really I've only ever seen one or two cars in that
7 parking lot. And as long as SAAPA can park along
8 Estrella, I mean, we're doing great with that.

9 MR. TOPP: Yeah, we have no problem.

10 MS. LIOTTA: I'd much rather than see an
11 unused parking lot get converted into a box hangar
12 than --

13 MS. LUDLOW: Right.

14 MS. LIOTTA: -- tear down a massive old oak
15 tree that we've all -- that the prior board has
16 gone to great lengths in having to preserve.

17 Also, I would -- you know, I think it's very
18 worthwhile looking into moving the tree -- excuse
19 me, the antenna, and seeing what could be done to
20 extend those as well as adding on one, hopefully
21 even two, onto the, what is that, K, L, and M
22 rows --

23 MR. HOLESKO: Yes.

24 MS. LIOTTA: -- as Ms. Ludlow suggested. I
25 think all of those should be thoroughly looked at

1 as an alternative to impacting the tree
2 preservation.

3 MR. HOLESKO: So, with that in mind, we can
4 bring you back another site plan.

5 Just to make sure I'm hearing you right, take
6 off the eight-unit T-hangar going over the big oak,
7 extend the single-sided box hangars over the top of
8 the parking lot, and see if we can get one or two
9 more on top of K, L, and M, as well as researching
10 the antenna site to see if that can go away to
11 allow us to build to the south on J row.

12 MS. LIOTTA: Yes.

13 MR. HOLESKO: We can do all that.

14 MS. LUDLOW: Okay. Yes.

15 MR. HOLESKO: Matt's going to do all that.

16 MS. LUDLOW: I knew that, Matt.

17 No, I did have one, but I was formulating
18 it -- and whatever. That just would be -- so that
19 would almost give us 33.

20 MR. HOLESKO: Well, we'd be losing these.

21 MS. LUDLOW: Are you going to do with all of
22 those or just can you do away with --

23 MR. SINGLETARY: You could possibly fit a T
24 over here, but it wouldn't be as long as -- I think
25 you're more constrained. Or you could have the box

1 hangars like you talked about.

2 MS. LUDLOW: Where the tree is, do you have to
3 do away with all the --

4 MR. HOLESKO: That tree?

5 MS. LUDLOW: Yeah, right there.

6 MR. HOLESKO: We'll take a look and see if
7 there's room to not impact the tree and still do
8 something on the end.

9 MS. LUDLOW: Right.

10 MR. HOLESKO: We don't know that yet, but
11 we'll have to go out there and --

12 MS. LUDLOW: Okay.

13 MR. HOLESKO: Take look at this area, Matt,
14 but not touch the tree.

15 MS. LUDLOW: Right. Yes.

16 MR. HOLESKO: So give us some time to bring
17 back what that number is. Don't know --

18 MS. LUDLOW: With a seven-year waiting list,
19 we're ready for the hangars.

20 MR. HOLESKO: Okay. Now the next page.

21 So now we wanted to show the context of those
22 hangars in the context of the full build-out of
23 south GA with additional T-hangars, single-sided
24 box hangars, nonaero- -- nonaeronautical
25 development along U.S. 1, as well as the extension

1 of Casa Cola Way out to U.S. 1.

2 So we'll start with the purple hangars.
3 You've got 74 more hangars in purple that can --
4 that can be developed in a future phase in some
5 way, but you do have impediments today that don't
6 allow you to go and start doing that, primarily two
7 private land parcels that are right in the middle
8 of both ground access and taxiway access. So
9 you -- you simply can't get to purple yet because
10 you don't control the property.

11 And then as we get further -- further to the
12 south, we've been trying to not cut off ground
13 access between the conference center and all the
14 businesses where we sit here and the main airfield.

15 And the only way to do that is to get the
16 Casa Cola Way extension out to U.S. 1 and do an
17 internal access road to still connect this area
18 down to Estrella, or anybody that would be doing
19 business in the conference center and any of the
20 businesses on this stretch would have to go out
21 onto U.S. 1 and U-turn to come and do business
22 here. So we're trying to maintain some level of
23 connectivity.

24 MS. LUDLOW: Do we have to pay for that? Does
25 the airport have to pay -- if we put an auxiliary

1 road in there for development, revenue-producing
2 development like a hotel or shops, do we -- does
3 the airport have to pay for that?

4 MR. HOLESKO: No, you don't. It could be put
5 on the developer. But we're trying to keep that a
6 part of the ground access system.

7 You actually have a grant coming with roadway
8 funds from DOT which can only be used for runway,
9 can't be used for the airfield, and we're trying to
10 connect Casa Cola Way and -- and make sure that we
11 plan properly to do a small road parallel to U.S. 1
12 to connect to Estrella.

13 MS. LUDLOW: Very good. One more thing. What
14 about extending eastward where -- behind the
15 conference center? And when is that road -- isn't
16 a fire station supposed to go up there?

17 MR. HOLESKO: We did not do that. Matt and I
18 talked about whether or not we would show the
19 extension all the way to the back, but that is
20 another possibility, to take it from -- really from
21 right outside the door right here where you see it
22 dead end, to take it all the way back to the fire
23 station and then have that be additional
24 development, possibly with St. Johns County and
25 possibly with -- with their interest in doing

1 additional development site, that fire station to
2 support both the airport and the county fire
3 purposes. So --

4 MS. LUDLOW: Okay.

5 MR. HOLESKO: -- for their -- for their need,
6 they want to be able to get all the way through --

7 MS. LIOTTA: Right.

8 MR. HOLESKO: -- like this to U.S. 1.

9 MS. LUDLOW: Right. So if the county wants to
10 put their fire station right up here, is -- will
11 the county pay for that road?

12 MR. HOLESKO: I don't know the answer to that
13 yet. I don't know.

14 MS. LUDLOW: But we're not talking about
15 moving the fence to include the existing fire
16 station.

17 MR. HOLESKO: No.

18 MS. LUDLOW: Okay. We're not talking about --

19 MR. HOLESKO: We're trying -- we're trying to
20 make this -- this -- this parcel developable,
21 especially for the green buildings which are the
22 nonaviation uses which have been discussed as
23 hotel, restaurant, and professional office space.
24 We're trying to make this connection work so that
25 we don't separate the conference center from the

1 rest of the airport ground access. And you have a
2 grant coming for this road, so there's money coming
3 to support this.

4 MS. LUDLOW: Yes. Okay.

5 MR. HOLESKO: Which if you go to the next
6 slide, I think it's -- go ahead, Matt.

7 MR. SINGLETARY: Okay. So this is the slide
8 just going through the current funding that we have
9 for hangars in the upcoming year.

10 So the most current project, which we're
11 referring to for the funding coming this year,
12 Phase 1 T-hangar development, \$2.32 million total
13 planned at 50/50 share between the
14 Airport Authority and FDOT. So, \$50,000 a small
15 amount of that is already in place for the project,
16 and then the large majority of it comes this summer
17 in July. So that's -- that's the first round of
18 funding.

19 The second round I'm referring to is south GA
20 area, and that's how it's planned in the capital
21 improvement plan right now. Fiscal year 2026 or
22 summer of 2025 is DOT funds also at a 50/50 share,
23 just like the other \$2 million planned. So that's
24 July '25.

25 And then finally the Casa Cola extension that

1 Andrew is referring to, there is money in place
2 from FDOT for that as well. Fiscal year 2025,
3 which is the summer of '24, funds would be
4 available to start, \$1.281 and \$1.3 million
5 essentially, and that's planned right now at an
6 80/20 split, 80 percent FDOT, 20 percent airport.

7 And that's a summary of the funding for --
8 that we've been talking about as far as what's
9 planned right now with grant funds through FDOT and
10 the Airport Authority.

11 MR. HOLESKO: So you're going to be doing at
12 least one multiyear T-hangar project with
13 everything we've discussed so far, or it could be
14 broken into two pieces since a large amount of
15 funding is going to come into place six to seven
16 months from now and then another two years from
17 that.

18 It's going to take a year to take it and build
19 anyway, so you're going -- you're going to see the
20 end of the first grant literally all the way to the
21 point that you're designing and bidding for the
22 next one.

23 So you can just assume that some level of what
24 you just told us that you want to be designing and
25 bidding will be built starting as early as this

1 fall for a two-year period you're going to see that
2 happen.

3 Now, how many units, that's really still going
4 to come back to you to decide. If you just want to
5 do 50/50 or you want to fund more on your own, all
6 that's going to come to you in the future. But
7 we're going to bring you another site plan to show
8 you what we think is achievable right now to design
9 and bid.

10 MS. LUDLOW: Gotcha.

11 MR. HOLESKO: Anything else?

12 MS. LIOTTA: That's it. I mean, I'm -- when I
13 see ground being turned for hangars, I'm happy.
14 Plus I like to spend the money.

15 Dennis, what are you thinking?

16 CHAIRMAN OLSON: Oh, I just -- well, while
17 people are thinking, are we -- is there any
18 sensitivity work that -- are we -- do we have a
19 choice of 50/50 or 80 -- 80/20, or can we work
20 other ratios into --

21 MR. HOLESKO: I think what Ed was referring to
22 is simply, they're going to give you X amount of
23 dollars and they're probably going to list it as
24 50/50 and that's all they're going to give you.

25 CHAIRMAN OLSON: Okay.

1 MR. HOLESKO: It could end up being their
2 share is 20 and yours is 80. You can spend as much
3 as you want, but they're not going to give you
4 anymore.

5 CHAIRMAN OLSON: Okay. That --

6 MR. HOLESKO: So it can be whatever ratio you
7 want it to be.

8 CHAIRMAN OLSON: Got it. Okay.

9 MR. CLARKE: Can you show the previous slide?
10 The area on the extreme south, you know, where
11 the -- right there, correct. Maybe you could
12 explain, you know, for the -- for the audience.
13 That would represent revenue to the airport. So we
14 would lease -- do a ground lease, presumably. And
15 what -- approximately how much would that generate
16 in revenue per year?

17 MR. HOLESKO: So this -- this green area is --
18 is about 10 acres. And not knowing the exact
19 rental rate that you'd be charging or any other
20 revenue sharing, at that 10 acres at 30 cents per
21 square foot per year, you'd be making between \$130
22 and \$140,000 a year. Not yet understanding who's
23 responsible for sewer and water and things like
24 that that the developer's going to want you to
25 invest in and however it is, but it's somewhere --

1 somewhere in that vicinity up or down.

2 CHAIRMAN OLSON: How do you we get the 30
3 per -- cents per square foot? Because that doesn't
4 seem --

5 MR. HOLESKO: That's up to --

6 CHAIRMAN OLSON: -- that doesn't seem very
7 much.

8 MR. HOLESKO: That's up to the
9 Airport Authority to determine through policy and
10 appraisal. You can actually hire a specific
11 appraiser to tell you what that fair market value
12 would be or you can establish it and determine how
13 high that would be.

14 CHAIRMAN OLSON: Can we bid it and take
15 competitive -- get people competitive who want to
16 do that project?

17 MR. HOLESKO: Doug?

18 MR. BURNETT: Yeah, there's any number of
19 things.

20 More than likely, you would want to have an
21 appraisal so you have a good basis to understand
22 what the market would be. Obviously you wouldn't
23 want to be taken advantage of during a request for
24 proposals type process.

25 As I understand it, there's been any number of

1 discussions of potential uses on that land over the
2 years, whether it's office, hotel, rental car type
3 facilities, any number of things, I guess what you
4 could do easily is put together an RFP to see what
5 interest there is out there.

6 You may also want to think of and maybe some
7 planning could go into highest and best use.
8 Parking demand obviously based on the use, if you
9 said one hotel of -- I think your typical hotels
10 when you're driving around, they're 80 to 120
11 units.

12 CHAIRMAN OLSON: Yeah.

13 MR. BURNETT: You know, the smaller size
14 hotels that pop up are, you know, 80 to 100 units.
15 If it's one of those, how many square feet is that,
16 as in how much of a footprint does it take up and
17 how much does the parking demand take up for a
18 footprint? And then you have a good idea --

19 CHAIRMAN OLSON: Yeah.

20 MR. BURNETT: -- for what one site for a hotel
21 would be.

22 CHAIRMAN OLSON: But just offering the site up
23 for competitive bidding, you know, of commercial
24 frontage on a U.S. highway, there could be -- I
25 mean, I don't know whether we'd have a bidding war,

1 but it certainly might achieve for the Authority a
2 higher rate than whatever -- I don't know.

3 MR. BURNETT: And of course you want to look
4 at things that are consistent and compatible --

5 CHAIRMAN OLSON: Yes.

6 MR. BURNETT: -- and maybe drive services that
7 are ones that you could identify easily as being
8 useful to a airport.

9 CHAIRMAN OLSON: At --

10 MR. BURNETT: A private school, for example,
11 is not one that you want to have as your highest
12 and best proposer just because dollar amounts the
13 maximum that may not be something you want to
14 take --

15 CHAIRMAN OLSON: Yeah, yeah.

16 MR. BURNETT: -- as a user at that location.

17 CHAIRMAN OLSON: Yeah. Okay.

18 MR. CLARKE: But a conference hotel would be,
19 correct?

20 MR. BURNETT: You would certainly think so. I
21 think that's one of the things that the Authority
22 has talked about for many years.

23 MR. CLARKE: Yeah, maybe if the hotel had a
24 conference facility, then this one could be
25 converted to other uses.

1 MR. HOLESKO: A private developer in
2 Jacksonville has already looked at the footprint at
3 least once and done a conceptual layout and
4 determined that it can work. There's enough
5 parking to actually do a hotel with a restaurant in
6 front of it and another restaurant and a large
7 office complex. So they've done their own layout
8 with looking at that same footprint and said yes,
9 they think it's feasible.

10 MS. LIOTTA: I -- yeah, that sounds great.

11 I'd like -- you know, this is discussion for
12 another day, but under the understanding of what
13 uses there are if -- what obligations the airport
14 might have, since it's a public use airport, to
15 prioritize aviation and aviation-related
16 businesses. And given the locations, you know, to
17 what extent do the grant assurances apply or not
18 apply to those peripheral parcels, I -- I don't
19 know, but I think that should also be taken into
20 account.

21 CHAIRMAN OLSON: Okay. Good.

22 MR. HOLESKO: Okay. Thank you.

23 MR. SINGLETARY: Thank you.

24 MS. LUDLOW: Public comment?

25 CHAIRMAN OLSON: Yes. Thank you. We have a

1 request for public comment on this agenda topic,
2 T-hangar feasibility, I believe.

3 MR. LIOTTA: Is it just me?

4 CHAIRMAN OLSON: Mr. Liotta.

5 MR. LIOTTA: It would actually be useful if
6 that slide was back up, you know, just for
7 visualization purposes, and I think I would just
8 say in general, you know, if you had done public
9 comment about --

10 MS. LUDLOW: There you go.

11 MR. LIOTTA: -- 15 minutes ago, you probably
12 would have gotten people more engaged in this
13 process of trying to help you guys.

14 If you can go back one slide. See here Row A?
15 The reason why, and I'm sure Passero could weigh
16 in, is shorter than the rest is because there's
17 that area south of Runway 2 that can't be built on.
18 And so that causes a lot of good usable area not to
19 be useful. Now, it's really important from a pilot
20 perspective that we have a crosswind runway.

21 MS. LUDLOW: Yes.

22 MR. LIOTTA: But we have two. We only need
23 one.

24 And if you actually look at the
25 government-issued taxi map, you'll see that this

1 airport has two hotspots. These are safety
2 concerns that the FAA specifically identifies.
3 You'll see that those are related to Runway 2 right
4 there.

5 If Runway 2 didn't exist or was shorter, you'd
6 open up a lot more space there for T-hangars that
7 would be nice and compatible and you'll still have
8 the crosswind runway of 6. So you don't lose
9 anything from a safety perspective. In fact, 6 is
10 a longer runway than 2. It's actually -- if you
11 need a crosswind runway, it's actually the better
12 runway in many ways because it's longer.

13 So, you know, I think if you actually looked
14 at what you could do here in terms of development
15 by making a change with Runway 2, you'd see that
16 there's advantages.

17 And further, Runway 2 also impacts the
18 existing ramp area where Atlantic and the flight
19 school are at, and it limits their ability to use
20 all of their ramp space because, again, they have
21 to keep planes away from Runway 2. If Runway 2 was
22 a taxiway, for example, instead, they could
23 actually push those planes back and actually have
24 more space on the ramp.

25 So, you know, I think there's other things you

1 could do here. And if you imagine actually getting
2 more T-hangar space in that area near A, not only
3 could you achieve the units you're looking for, but
4 then if you look over at J, you're actually losing
5 a lot of space to having the ability for the
6 T-hangar access for the planes. If you did a box
7 hangar and you pushed it up close to the existing
8 box hangar, you could actually make bigger box
9 hangars there. So, you know, there's a lot of
10 things you can do if you free up some of that extra
11 space.

12 And then in regard to the next slide where
13 we're talking about nonaviation development on
14 U.S. 1, I just want to point out that you guys have
15 a lot of land on the other side of U.S. 1 on the
16 other side of the tracks.

17 And if you're going to be developing
18 businesses or -- or leasing to businesses that
19 don't need access to the airport, why not do it on
20 the other side of the road, you know, where you've
21 got all of that other land, you can still get all
22 the financial benefits associated with doing it,
23 and you can keep this space for people who actually
24 need airside access to it. And I'm sure you can
25 fit even more T-hangars if you didn't allocate it

1 for nonaviation use.

2 CHAIRMAN OLSON: Okay. Thank you.

3 MS. LUDLOW: I have a response to that --

4 CHAIRMAN OLSON: Okay.

5 MS. LUDLOW: -- to Mr. Liotta. You don't fly
6 a bi-wing plane, do you?

7 MR. LIOTTA: I've -- I've flown many a planes
8 and I certainly agree that we need a crosswind
9 runway --

10 MS. LIOTTA: Yes.

11 MR. LIOTTA: -- but I would tell you that if
12 we got a bunch of aviation experts out here, they
13 would all tell you that you don't need two.

14 MS. LUDLOW: Well, as much as I want hangars,
15 we need Runway 2/20. We -- actually the aviators
16 would prefer that to be the secondary runway
17 instead of 6/24.

18 There's a lot of difference in 0/20 and
19 06/0 [sic]. And if I tried to come in and land on
20 2, I would have to go somewhere else because I
21 wouldn't -- and I would be a paying tenant and I
22 deserve as much as anybody else does, but I would
23 not be able to land if you take away 2/20.

24 CHAIRMAN OLSON: Okay. So we're on -- other
25 engineering reports.

1 MR. WUELLNER: Actually, that was wrapped into
2 the last one.

3 CHAIRMAN OLSON: Okay. Good. Thank you.

4 PUBLIC COMMENT - GENERAL

5 CHAIRMAN OLSON: We're at public comment,
6 general. General public comment. We have one
7 request for general public comment. Mr. Liotta?

8 MS. LUDLOW: Can we say if anybody else we
9 would like to, that they could fill out a form?

10 MR. LIOTTA: Yes. Go right ahead.

11 CHAIRMAN OLSON: Don't you have to fill out a
12 form?

13 MS. LUDLOW: They can give it to you right
14 now --

15 CHAIRMAN OLSON: Okay.

16 MS. LUDLOW: -- if you offer it.

17 CHAIRMAN OLSON: Seeing none, Mr. Liotta.

18 MR. LIOTTA: Thanks. I'm also here for
19 entertainment value.

20 So, I just want to point out that I have seen
21 the airport's response to Volato's Part 16 and I've
22 got say I'm disappointed that the airport is
23 continuing to be adversarial and didn't follow the
24 rules of Part 16, or at least the spirit of it,
25 which is that the airport's supposed to come to the

1 table acknowledging anything that you're doing
2 wrong, being truthful about it. So -- and then of
3 course providing evidence to back up every
4 statement made, I didn't see the airport do that.

5 I don't understand what you guys are looking
6 for here because I think what you're asking the FAA
7 to do is to come and investigate. And if that's
8 really what you want to achieve, we could all save
9 a lot of time and just tell the FAA, come on down.

10 But if you're not going to acknowledge what
11 everybody around here knows to be true, that you
12 haven't engaged in good faith discussions with us,
13 then that's what you're going to get, is the FAA
14 coming here to investigate.

15 And Dennis and some of the other financial
16 people are going to have to start looking at what
17 that \$26 million liability's going to look like on
18 the balance sheet if you have to give back the --
19 the funds.

20 So I'd really like to see a better approach
21 from the new board than what we saw from the last
22 board, which was basically ignoring us. We're not
23 going to go away.

24 CHAIRMAN OLSON: Okay. Thank you. End of
25 public comments.

1 MEMBER COMMENTS & REPORTS

2 CHAIRMAN OLSON: Member comments and reports.

3 Member comments, any additional member comments?

4 MS. CASH-CHAPMAN: No.

5 MS. LUDLOW: I do of course. I'm sorry.

6 CHAIRMAN OLSON: Go ahead.

7 MS. LUDLOW: And -- and it is about that.

8 What is the status of our Part 16? So far

9 somebody's, you know, sent in complaints. The

10 airport answered them, but now they -- I mean, they

11 just answered them. So what is the next step?

12 MR. BURNETT: The quick response is I'm not

13 the lawyer handling that; outside counsel's

14 handling it.

15 We can solicit from outside counsel a

16 response. I know the answer has been filed. But

17 beyond that, we can certainly get you copies of the

18 documents that have been filed and if you like, we

19 can put you in touch with outside counsel directly

20 so you can talk to them.

21 MS. LUDLOW: Well, we'd like to see if

22 anything is being done and doesn't just sit here,

23 though. So do you know if anything's being done?

24 MR. BURNETT: The Airport Authority's being

25 defended.

1 MS. LUDLOW: Okay.

2 MR. BURNETT: I'm not sure what -- what do you
3 mean if anything's being done?

4 MS. LUDLOW: So --

5 MR. BURNETT: Beyond that, I'd have to get the
6 outside counsel to give you an opportunity --

7 CHAIRMAN OLSON: Yeah, I think -- I think the
8 outside counsel is available. I've -- I've had a
9 direct conversation with the outside counsel. So,
10 if you don't have the outside counsel direct
11 information, get it from the administrative office
12 and pose those questions directly.

13 MS. LUDLOW: Do you have anything to add to it
14 since you've talked to outside counsel?

15 CHAIRMAN OLSON: No. I believe that you
16 should talk directly to outside counsel on that.

17 MS. LUDLOW: Well then, I will report what I
18 get from outside counsel.

19 MR. CLARKE: I'd like to offer a comment.

20 I -- I think we need to engage outside counsel
21 to talk with Volato or Modern Aero's attorneys and
22 settle this issue once and for all. If we're -- if
23 the Airport Authority is in a realm if we have to
24 compromise, then let's compromise and let's --
25 let's move past this.

1 I've heard this issue going on for seven or
2 eight months. I'm not an attorney, I haven't been
3 fully briefed on both sides, but it has to end.
4 But -- and let's end it and let's end it within the
5 next two or three weeks. That's my recommendation.

6 CHAIRMAN OLSON: Any other board member
7 comments before we end the meeting?

8 (None.)

9 CHAIRMAN OLSON: Okay. This meeting is
10 adjourned.

11 (Meeting adjourned at 12:15 p.m.)

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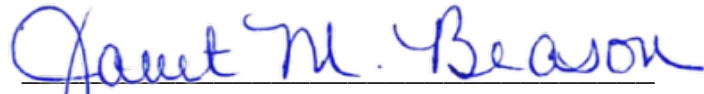
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REPORTER'S CERTIFICATE

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 9th day of February, 2023.



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

<p>CHAIRMAN OLSON: [254] COMMISSIONER DEAN: [15] 7/16 7/18 7/24 11/2 11/8 12/6 12/10 12/25 13/10 13/17 13/22 13/25 14/9 116/20 116/24 MR. ASTRAN: [101] 39/12 39/21 42/3 42/6 42/9 43/5 43/7 43/21 43/24 44/10 44/21 45/4 45/9 45/11 46/6 48/8 48/16 48/20 50/12 50/14 50/21 51/9 51/11 51/20 51/22 51/25 54/1 54/7 54/16 54/22 54/25 55/9 55/12 55/18 56/2 56/7 56/10 57/1 57/14 57/17 57/24 58/2 58/5 58/21 58/25 59/22 59/25 60/6 61/19 61/24 62/1 62/6 62/9 62/12 62/15 63/1 63/18 63/22 66/15 66/19 66/22 67/1 67/8 67/14 67/17 68/3 70/25 71/6 71/14 71/16 73/4 73/10 73/15 73/18 73/22 73/25 74/7 74/10 74/12 75/9 75/14 75/17 76/2 76/5 76/7 76/10 76/22 76/24 77/2 77/4 77/15 77/21 77/24 78/22 78/24 79/1 79/21 81/13 81/16 81/18 81/23 MR. BURNETT: [29] 30/16 64/5 64/7 67/2 69/14 74/24 75/1 93/15 94/10 94/25 96/21 96/25 110/8 118/3 118/11 124/25 141/14 155/18 156/13 156/20 157/3 157/6 157/10 157/16 157/20 165/12 165/24 166/2 166/5 MR. 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LIOTTA: [25] 33/3 33/25 34/7 34/9 34/16 34/18 35/8 35/18 35/25 36/2 36/20 36/24 81/24 122/16 122/19 122/21 122/24 159/3 159/5 159/11 159/22 162/7 162/11 163/10 163/18 MR. PITTMAN: [6] 19/25 21/2 21/4 21/11 21/23 21/25 MR. SINGLETARY: [7] 129/12 135/17 137/15 143/25 146/23 151/7 158/23 MR. TOPP: [15] 11/1 14/24 16/23 17/17 18/3 18/15 18/18 18/21 18/25 19/3 19/8 19/11 19/14 19/18 145/9 MR. WUELLNER: [39] 6/1 22/6 22/22 22/24 23/11 23/14 23/24 24/2 24/7 24/10 24/18 24/20 24/22 25/1 25/8 25/13 25/16 25/25 26/3 30/5 30/8 36/4 36/7 36/10 36/14 36/18 66/8 66/13 66/16 66/21 66/25 67/5 126/21 141/13 141/15 141/22 141/24 142/9 163/1 MS. CASH-CHAPMAN: [28] 26/12 44/8 44/20 45/8 45/10 52/12 53/12 53/15 54/15 54/20 54/23 55/8 55/10 55/13 55/17 55/23 67/18 102/11 112/12 112/19 114/13 114/24 116/1</p>	<p>119/7 119/21 121/6 121/24 165/4 MS. HARTMANN: [1] 14/21 MS. 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