

1 ST. AUGUSTINE - ST. JOHNS COUNTY AIRPORT AUTHORITY

2 Sustainability Management Plan

3 Airport Authority Workshop

4 held at 4796 U.S. 1 North

5 St. Augustine, Florida

6 on Tuesday, July 13, 2010

7 from 1:08 p.m. to 3:04 p.m.

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10 BOARD MEMBERS PRESENT:

- 11 WAYNE GEORGE
- 12 JOHN "JACK" GORMAN
- 13 KELLY BARRERA, Chairman
- 14 CARL YOUMAN
- 15 JAMES WERTER, Secretary-Treasurer

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17 ALSO PRESENT:

18 DOUGLAS N. BURNETT, Esquire, St. Johns Law Group, 509
19 Anastasia Boulevard, St. Augustine, FL, 32080, Attorney
20 for Airport Authority.

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

22 BRYAN COOPER, Assistant Airport Director.

23 * * * * *

24 JANET M. BEASON, RPR, RMR, CRR, FPR
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1 PROCEEDINGS

2 CHAIRMAN BARRERA: Mariben, we're going to
3 hold off. I'm going to open the workshop.

4 MS. ANDERSEN: Sorry.

5 CHAIRMAN BARRERA: We're now ready to convene
6 the workshop for the sustainability management plan
7 for the St. Johns County-St. Augustine Airport
8 Authority on July the 13th at 1 o'clock. Mariben?

9 MS. ANDERSEN: Take two. My name is Mariben
10 Andersen. I'm with the LPA Group, Incorporated.
11 I'm the project manager for the sustainability
12 management plan project, and I'm going to introduce
13 our team. We want to thank you all for being here
14 and attending this very important workshop. I'm
15 going to bring Leo up.

16 MR. ROY: Good afternoon. Thank you. My name
17 is Leo Roy. I'm the director of environmental
18 services at VHB, Vanasse, Hangen & Brustlin, and
19 thank you for all -- all for coming today.

20 What we're going to really walk through today
21 is the -- really the goals and objectives of what
22 we're trying to achieve for sustainability. So our
23 agenda today -- and we know that your group has a
24 very full agenda today, so we're going to try and

25 see if we can trim to a little less than our two

3

1 hours allotted time if possible because we know
2 that you have a full -- a full agenda. Let me
3 introduce two members of the team, Emmanuelle
4 Humblet, also from VHB MillerSellen, and also
5 Autumn Young in the back of the room, also with the
6 VHB -- with the VHB team.

7 What we really want to talk about is an
8 overview of the process that we're taking for the
9 sustainability plan for the airport, talk to you a
10 little bit about what happened in the public
11 visioning session. Many of you may have
12 participated in that session, so we'll give you a
13 quick overview of what happens -- what happened
14 there. And then the intention is really to spend
15 some time on the overview of the goals of which we
16 have a preliminary draft to go over with you today
17 to make sure that they're consistent with your
18 thinking about where you want to see the
19 sustainability plan for the airport going. Next
20 slide, please.

21 Let's take a minute and really talk about what
22 we mean by sustainability. Sustainability is one
23 of those words like green which is very much
24 misused. It's -- you can't open a newspaper today

25 or pick up a magazine, turn on the TV without some

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1 conversation about sustainability, green,
2 greenhouse gases, all of the issues associated with
3 that.

4 But when we talk about it in an airport
5 context, we're using a definition that I and others
6 with the Airports Council International helped to
7 develop which really thinks about four aspects of
8 sustainability: The economic viability, the
9 operational efficiency of the airport, natural
10 resource conservation, and social responsibility.

11 And in this context, we have the acronym EONS
12 that we use to keep those in mind. And EONS is not
13 a bad term or acronym to use for thinking about
14 aviation sustainability because the definition of
15 sustainability that -- that works for me is taking
16 a long view. It's -- it's about taking actions
17 today that can be continued into the future. And
18 so there really is a future thinking aspect of
19 sustainability.

20 Sustainability has also been described as a
21 three-legged stool, three elements of it that
22 support the stool itself. You take away one of
23 those legs and what happens? The stool falls over.
24 Or it's also described as the triple bottom line of

25 environmental sustainability or environmental

5

1 issues, economic issues, and social equity.

2 And when we think about sustainability in most
3 contexts, we focus on the environmental aspects and
4 less so on the other two, the economic viability
5 and particularly the social equity. And so what we
6 hope to do as part of this sustainability plan for
7 the airport is really make sure that we are weaving
8 those three elements together to create that strong
9 platform.

10 The one thing I'll say about your airport is
11 you've made a lot of tremendous strides already.
12 You're doing a lot of the right stuff already. And
13 as part of this work, we're developing a baseline
14 to really capture and celebrate the good things
15 that you're already doing here, which serves really
16 as a platform for continuous improvement.

17 We work with a number of airports around the
18 country on environmental sustainability. One of
19 them is San Francisco International Airport. And
20 in many ways, San Francisco has been a leader in
21 sustainability. We're still working with them on
22 an ongoing basis. So even though they have really
23 harvested most of the low-hanging fruit, they've
24 done the typical things you can imagine in water

25 conservation and energy conservation, but they're

6

1 still striving to do more.

2 So even though you've done a lot of good steps
3 here at the airport, there's still room for
4 improvement and things to move forward. So part of
5 our study for you is assessing where you are today,
6 celebrate the goods things you've done up to this
7 point, and really lay a roadmap for where -- where
8 you go from here.

9 So financial viability is really a critical
10 piece and it's a leg of the stool that we're going
11 to talk about a fair amount today. Another way to
12 think about it, there's a definition I heard of
13 sustainability that I like an awful lot. It says
14 that sustainability is living off nature's interest
15 rather than its capital.

16 If you think about it in economic terms, if
17 you had a bank account, you'd like to not eat into
18 the principal, but really live on the interest.

19 And if you can do that, you can sustain that
20 natural capital or that capital into the future.

21 So, if you think about sustainability is living on
22 nature's interest instead of its capital, it helps
23 you sort of get that long view idea into your mind
24 moving forward.

1 overview standpoint is another definition of
2 sustainability really is efficiency. If we can
3 produce less waste. If we can use less water. If
4 we can use less energy and become more efficient in
5 our operations, what happens? Those savings drop
6 to the bottom line and contribute to the overall
7 financial viability of the -- of the -- of the
8 airport now and into the future. Next slide,
9 please.

10 So the plan here today is to really finalize
11 the goals of the sustainability management plan.
12 We've begun to collect some of the baseline data so
13 far, but this is a good time to check in with you
14 the board to make sure that the overall goals,
15 those -- those top line items we've identified to
16 focus on are consistent with your thinking.

17 So we really want some input from you on the
18 development of the objectives, but our focus really
19 today is on the top line goals. Let us go away
20 with your staff, work on the steps below that,
21 which are the initiatives and the strategies to --
22 to get there. Next slide, please.

23 There's a number of folks working on the -- on
24 the project. Obviously we're very grateful for the

25 financial support from the FAA. You are the first

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1 airport in the nation to actually receive a
2 specific grant directly from the FAA to develop a
3 sustainability plan, and that's a tremendous
4 accomplishment, and I think it is in large measure
5 to the great work you've done up to this point and
6 the opportunities that go -- go forward in an
7 airport of this size.

8 We're joined -- obviously you know Mariben
9 very well from the LPA Group. We also have
10 involvement and support from Jacksonville
11 University and KB Environmental, but also there are
12 lots of people that I didn't name that are also
13 contributing. The people who are here today will
14 contribute, and certainly the public that
15 participated in the community visioning process
16 will also contribute, as will tenants, airport
17 users, and the visiting public.

18 So with that snapshot overview of where we
19 are, Emmanuelle Humblet is now going to come up and
20 tell you a little bit about the process that we're
21 going through before we dive into the work of the
22 day which is the specific goals. Emmanuelle.

23 MS. HUMBLET: Thanks, so much, Leo. Next
24 slide, please. So, as Leo mentioned, I'm just

25 going to go through the planning process for the

9

1 sustainability management plan, talk a little bit
2 about the public -- the public visioning meeting
3 and what we got out of that, and then really launch
4 into the goals and take a look at the language and
5 the intent of each goal to make sure that we can
6 gain some consensus on those.

7 So the sustainability planning process as you
8 can see is based in two phases. We're currently,
9 as Leo mentioned, finishing up the baseline
10 assessment and starting to develop the goals and
11 objectives. So the goals are really high level
12 goals to make sure we're striving for the right
13 areas. And the objectives will be developed once
14 the baseline assessment is finalized, and they will
15 really be quantitatively based and serve as markers
16 to ensure that the airport is reaching its
17 sustainability goals.

18 Once we've established these goals and
19 objectives, we'll be working to develop
20 sustainability strategies that can help the airport
21 meet the goals. And these strategies will be
22 evaluated based on financial feasibility,
23 effectiveness at reaching the goals, and a number
24 of other factors. So that would finish up Phase 1.

25 Phase 2 will really be focused on developing a

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1 plan for the continuation of this process. We'll
2 be working on developing targets, an implementation
3 and monitoring program, as well as a way to
4 regularly report on the Airport's progress through
5 an annual sustainability report card of sorts.

6 So -- next slide, please.

7 So the public visioning workshop was really a
8 fantastic event. We had over 25 participants.
9 There was really a strong engagement. A lot of
10 interest in sustainability. We had really
11 productive sessions, brainstorming potential
12 strategies that the airport could employ. And we
13 reviewed the goals with the attendees of the
14 meeting and were really pleased to see that
15 everybody agreed on -- on what we were proposing as
16 draft goals at that time. Next slide, please.

17 So we've broken up the sustainability
18 management plan into these subcategories. And the
19 way we're structuring the goals and objectives, and
20 the entire plan for that matter, is within each
21 category developing goals, objectives, and
22 strategies. So you'll see that they're listed
23 here -- and I'm just going to read them off here.

24 The -- we have an overall sustainability goal

25 for the airport. Then we're looking at economic

11

1 vitality, plan development, energy, air quality,
2 natural resources -- natural resources/water
3 quality and conservation, kind of grouped into one,
4 materials use and waste management, airport
5 connectivity and surface transportation, noise, and
6 then finally the social piece of socioeconomic
7 benefits and public engagement. Next slide,
8 please.

9 So to give you an overview of the process we
10 would like to use to gain consensus on these goals
11 today, I'm going to present to you draft text for
12 each category of the goals. I'll read them out
13 loud and then we'll have an opportunity to discuss
14 each of the goals, address any comments you may
15 have, and then finally finalize the goal text.

16 So our hope is really to leave this meeting
17 today with a finalized set of goals. We're really
18 going to try to stay focused then on time here.
19 And we've calculated about -- five minutes per
20 goal.

21 MR. ROY: On average.

22 MS. HUMBLET: On average. And so we'll be
23 able to spend a little bit more on some that are of
24 particular interest to you. So that's -- that's

25 the idea going into this. So I think we can just

12

1 launch right in unless anybody has any questions so
2 far?

3 (No questions.)

4 MS. HUMBLET: All right. Great. So next.

5 MR. YOUMAN: I have one question.

6 MS. HUMBLET: Okay.

7 MR. YOUMAN: What does social equity mean to
8 you-all?

9 CHAIRMAN BARRERA: Carl?

10 MR. YOUMAN: What does social equity mean to
11 y'all?

12 MR. ROY: Sure. Social equity is really a --
13 a large umbrella that looks at a number of aspects.
14 It really looks at what is the role of the airport
15 in the community as -- as a good neighbor? To what
16 extent do you contribute as an airport to the
17 economic viability of the -- of the area?

18 To what extent there's a local employment
19 here. To the extent that you have a diverse
20 population, how are you reaching out to that
21 diversion population and making sure that they're
22 represented in the employees that work at the
23 airport and to the -- the communities served?

24 So it's really a broad issue. It's not

25 socialism and it's -- and it's not social

13

1 engineering. It's really a term to really
2 understand the role of the airport in the community
3 and the community's role in the airport. And it
4 really does include a substantial financial aspect,
5 but also employment and the other issues I
6 mentioned.

7 MR. YOUMAN: Very good. Thank you.

8 MS. HUMBLET: Next slide, please. So starting
9 off with the overall sustainability goal for the
10 airport.

11 (Mr. Burnett leaves the room.)

12 MS. HUMBLET: The idea here was to really
13 capture a statement that addresses the triple
14 bottom line as Leo presented, the economic, social
15 and environmental piece.

16 So the text that we have as it is now is "to
17 maintain Northeast Florida Regional Airport as a
18 vibrant community asset that serves the needs of
19 area residents and businesses, promotes economic
20 growth in the region, and operates in an
21 economically and environmentally sustainable manner
22 that conserves natural resources and protects the
23 environment."

24 So, I want to kind of bring that to you, hear

25 your thoughts on this statement. Are there any

14

1 ways that you would want to shorten it, but while
2 keeping the spirit? Are we targeting the right
3 ideas here, or are there anything that we're --
4 we're missing? And is it -- is it aspirational
5 enough? I mean, to you -- how does it grab you?

6 CHAIRMAN BARRERA: Buzz?

7 MR. GEORGE: How about "To maintain and
8 enhance --"

9 MS. HUMBLET: Okay.

10 MR. GEORGE: -- ourselves as an asset?
11 Maintaining to me is a status quo kind of thing,
12 and I don't think anybody's been status quo around
13 here.

14 MS. HUMBLET: Absolutely. I -- I like that
15 change a lot. Certainly the intent of having
16 maintain is to acknowledge the great work the
17 Airport's already done. But I think as Leo
18 mentioned, you know, continuing to try to strive to
19 the next level is an important piece. So "maintain
20 and enhance"?

21 CHAIRMAN BARRERA: Vic?

22 MR. MARTINELLI: I'm sorry. Is this a
23 workshop, so --

24 CHAIRMAN BARRERA: It is a workshop.

25 MR. MARTINELLI: Oh, good. Okay. I would

15

1 suggest that it's -- it's more than a community
2 asset. I think it's a national asset. And in that
3 regard, I'm talking about its role in national
4 disasters which occur, not just in this region.

5 And so, maybe you can expand that aspect of it.

6 MS. HUMBLET: Okay. So would you propose
7 changing out "community" and replacing that with
8 "national"?

9 CHAIRMAN BARRERA: She's still talking.

10 MR. MARTINELLI: I'm sorry?

11 MS. HUMBLET: No. I was just going to ask if
12 that means you propose changing "community" into a
13 "national asset" or --

14 MR. MARTINELLI: Yes. There are certain
15 aspects that are certainly national.

16 MS. HUMBLET: Okay. Okay. "Community and
17 national aspect -- asset"? Okay. What are your
18 thoughts on that?

19 MR. ROY: General discussion and then
20 afterwards, after that --

21 MS. HUMBLET: Okay. Yeah.

22 MR. ROY: I was just suggesting why don't we
23 try just some initial reactions first before
24 getting into the wordsmithing of the -- of the

25 language itself and just getting your reactions.

16

1 How does that respond? Do you think it's some --
2 let's start a little more broadly and then we can
3 hone down.

4 MR. MARTINELLI: Can I continue?

5 CHAIRMAN BARRERA: Uh-huh.

6 MR. MARTINELLI: To shed some light on why I
7 said what I said, we have a Coast Guard from time
8 to time based here. They're involved in drug
9 interdiction out of that Caribbean and other places
10 outside of the country.

11 MS. HUMBLET: Okay.

12 MR. MARTINELLI: We do have -- from time to
13 time when we have forest fires or hurricane
14 disasters, we have rescue operations based here
15 doing that, and I see that as more than a community
16 asset. I see that as a national asset.

17 MS. HUMBLET: Okay. Absolutely.

18 CHAIRMAN BARRERA: Carl?

19 MR. YOUMAN: I would concur with Vic here. We
20 just had a Bahamian promotional group here, and
21 they're from the Caribbean and they are longing to
22 set up a partnership with this area for the whole
23 Caribbean and -- with Craig Air Service or whomever
24 serving the Caribbean, that makes it a national

25 community asset and not just our local --

17

1 MR. GEORGE: Well, it makes it an
2 international.

3 MR. YOUMAN: If you want to look at it that
4 way, but we -- we really don't want to state --
5 (Mr. Werter and Mr. Burnett enter the room.)

6 MR. GEORGE: No, I think we ease into that.
7 And I agree with -- with Vic's comment about the
8 national because it does get it in the overall
9 goal, which you next -- you notice the next clause
10 is to take care of our St. Johns County residents,
11 you know, and our constituents here. So -- but the
12 national does get it in there, I think, yeah.

13 MR. YOUMAN: And the other thing where it says
14 "area" --

15 MR. GEORGE: Do what?

16 MR. YOUMAN: Where it says "area," I think
17 just like Buzz just said, it's St. Johns residents,
18 not area. It encompasses St. Augustine, all of the
19 people in St. Johns County.

20 MR. WUELLNER: If I might suggest the use of
21 the word "regional" since you've included it in
22 your -- in your name, versus limiting it to
23 strictly St. Johns County.

24 MR. GEORGE: Yeah.

25 MR. YOUMAN: Okay. I agree with that.

18

1 CHAIRMAN BARRERA: Okay.

2 MS. HUMBLET: Any other thoughts?

3 MR. YOUMAN: In looking at the -- I'll give
4 you another thought.

5 MS. HUMBLET: No, please.

6 MR. ROY: Please.

7 MR. YOUMAN: From what I read here, we have --
8 you have five major points. And I think that from
9 what I read supports the definition of
10 sustainability that you-all have given us. And
11 it's pretty concise, because you really don't want
12 to make it too long --

13 MS. HUMBLET: Right.

14 MR. YOUMAN: -- because then you just start
15 rambling --

16 MS. HUMBLET: Okay.

17 MR. YOUMAN: -- and you don't want to make it
18 too short because then you're too general. And --
19 and this appears to take everything in context and
20 puts it into a nice framework.

21 MR. ROY: Thank you.

22 MS. HUMBLET: So maybe to propose new language
23 based on the feedback we received here, it could
24 read, "To maintain and enhance Northeast Florida

25 Regional Airport as a vibrant national asset that

19

1 serves the needs of regional residents and
2 businesses, promotes economic growth in the region,
3 and operates in an economically and environmentally
4 sustainable manner that conserves natural resources
5 and protects the environment."

6 CHAIRMAN BARRERA: How about changing instead
7 of "regional resident" to "North Florida" or
8 "Northeast Florida residents." And then you don't
9 have the --

10 MS. HUMBLET: Repetition?

11 CHAIRMAN BARRERA: Uh-huh.

12 MS. HUMBLET: Yeah.

13 MR. WUELLNER: Do you -- do you really need
14 the word --

15 MR. GEORGE: Yeah, because what's regional?
16 Is Florida the region or is southeastern United
17 States? But if you do put Northeast Florida in
18 there, that crystallizes it. And that kind of goes
19 along with what we've been kind of talking to
20 Skybus equivalency, you know, just the whole area
21 here.

22 MS. HUMBLET: Okay. All right.

23 MR. WUELLNER: Did we need -- I'm struggling
24 with do we even need the qualifying word in front

25 of "asset." I think if you just eliminate --

20

1 "community" is limiting, which I think was Vic's
2 point. If you just pull the whole word completely
3 out there and just limit it to "vibrant asset," you
4 have not placed any limitations on how that's
5 interpreted.

6 CHAIRMAN BARRERA: I like "national" in there
7 because we're a part of the National Airspace
8 System, and a lot of times people forget that
9 that's really our primary service, is to be a part
10 of that National Airspace System.

11 MR. YOUMAN: But would that then, in line with
12 what has been said, the dropping "community" but
13 just leave "national" to "vibrant national asset."

14 CHAIRMAN BARRERA: Uh-huh. We could do that,
15 because we -- we hit the community two other times.

16 MR. YOUMAN: Correct.

17 MS. HUMBLET: Okay. Great.

18 MR. WUELLNER: So it's community in our
19 community?

20 MS. HUMBLET: So if everybody's comfortable
21 with that, if we can move on to the next goal.

22 MR. YOUMAN: Would you say the whole thing?

23 MS. HUMBLET: One more time? Sure thing.

24 MR. YOUMAN: Please.

1 Northeast Florida Regional Airport as a vibrant
2 national asset that serves the needs of Northeast
3 Florida residents and businesses, promotes economic
4 growth in the region, and operates in an
5 economically and environmentally sustainable manner
6 that conserves natural resources and protects the
7 environment." All right. Excellent.

8 The next category is economic vitality. And
9 again, as Leo mentioned, this is a really a central
10 piece to sustainability. Without economic
11 vitality, the airport can't exist and environmental
12 initiatives can't be initiated.

13 So really, the -- looking at the
14 sustainability management plan, you really want to
15 make sure that the economic piece is woven in
16 throughout and that the environmental initiatives
17 could feed back into economic vitality as well. So
18 that's kind of the idea going into this goal
19 statement.

20 So to read the statement now, "Enhance --
21 Enhance growth and ensure the Airport's long-term
22 financial sustainability by maintaining a
23 competitive and commercially viable facility that
24 contributes to the regional economy."

25 CHAIRMAN BARRERA: On that, I would -- I would

22

1 go back to Buzz's statement earlier. It's not
2 about maintaining. We want to also promote or
3 enhance. We -- we want to grow that.

4 MS. HUMBLET: Okay. So --

5 CHAIRMAN BARRERA: We don't just want to
6 maintain it.

7 MS. HUMBLET: Okay.

8 CHAIRMAN BARRERA: Right here, I think you
9 need another adjective.

10 MR. GEORGE: "By providing"?

11 CHAIRMAN BARRERA: "By maintaining and
12 providing, maintaining and promoting."

13 MR. GEORGE: Get rid of "maintaining" and put
14 "providing."

15 MS. HUMBLET: It's promoting.

16 MR. GEORGE: Okay. Yeah.

17 CHAIRMAN BARRERA: Yeah. Either word.

18 MR. WUELLNER: "Providing" works, actually.

19 CHAIRMAN BARRERA: Uh-huh.

20 MR. GEORGE: "By providing a competitive and
21 commercially viable facility."

22 MS. HUMBLET: Yeah.

23 CHAIRMAN BARRERA: Vic?

24 MR. MARTINELLI: I'm like an old shoe; I keep

25 showing up here. Can we insert also after

23

1 "financial --" I mean, after "competitive" or
2 before "competitive," "innovative"?

3 And the reason I say "innovative" is because
4 you folks here have come up with approaches to
5 getting commercial service in here that are really
6 innovative. And if you keep up that kind of
7 thinking, you are going to be competitive and
8 you're going to be commercially viable. So,
9 innovative.

10 MS. HUMBLET: I like that.

11 MR. GEORGE: I think and becoming innovative,
12 thinking outside the box, that's how we do the
13 enhanced growth. So do we need to put that
14 verbiage in there, too?

15 MR. YOUMAN: Could you read what --

16 MR. WUELLNER: How about "regional"?

17 MR. YOUMAN: -- we have so far again?

18 MS. HUMBLET: So with the two changes so far,
19 "Enhance growth and ensure the Airport's long-term
20 financial sustainability by providing an
21 innovative, competitive, and commercially viable
22 facility that contributes to the regional economy."

23 MR. WUELLNER: I like "economic vitality"
24 instead of --

1 vitality"?

2 MS. HUMBLET: Read it again. "Enhance growth
3 and ensure the Airport's long-term financial
4 sustainability by providing an innovative,
5 competitive, and commercially viable facility that
6 contributes to the regional economy."

7 MR. WUELLNER: How about the last -- instead
8 of being "regional economy" as "regional economic
9 vitality"?

10 MR. YOUMAN: "Regional" what?

11 MR. WUELLNER: "Economic vitality."

12 MR. GEORGE: Repeating the subject again.
13 Like financial sustainability is repeating the --

14 MR. WUELLNER: Or department of redundancy
15 department.

16 MR. GEORGE: True. Right.

17 MS. HUMBLET: So --

18 MR. ROY: Read it one more time.

19 MS. HUMBLET: One more time with the economic
20 vitality change. "Enhance growth and ensure the
21 Airport's long-term financial sustainability by
22 providing an innovative, competitive, and
23 commercially viable facility that contributes to
24 the regional economic vitality." Or "contributes

25 to regional economic vitality."

25

1 MR. WUELLNER: Either way.

2 MS. HUMBLET: Okay.

3 MR. ROY: Could you lengthen the "i"?

4 Everytime you say it, I think you say "fatality,"

5 and it's "vitality."

6 MS. HUMBLET: Vitality.

7 MR. ROY: Vitality. That sounds a lot better

8 than fatality, right? Particularly with an

9 airport. Vitality is what we're after.

10 MS. HUMBLET: Vitality.

11 MR. ROY: Thank you.

12 MS. HUMBLET: Yes.

13 CHAIRMAN BARRERA: Do we have any more public

14 input?

15 MS. HUMBLET: No? All right. Let's move on

16 to the next goal, then. Planned development. And

17 this -- this category and goal is really meant to

18 capture potential growth, economic growth here at

19 the airport, and to ensure that sustainability is a

20 component of that planned development.

21 The language as it is now reads, "Incorporate

22 sustainability initiatives into future Airport

23 development plans to maximize long-term cost

24 effectiveness and minimize environmental and social

25 impacts of future projects."

26

1 And just to -- to give you a little bit more
2 background, the airport's already very active in
3 this area, and initiatives you've already
4 undertaken include -- including energy efficient
5 design and buildings, this building, low --
6 low-impact hangar developments. Those are the kind
7 of ideas and initiatives that this goal would seek
8 to generate. So, thoughts? Are we capturing all
9 of the main ideas?

10 MR. ROY: Let me jump in here. I think one of
11 the things -- just to again put this in context.
12 These are sort of the top line things and then
13 there are going to be strategies and objectives
14 underneath them.

15 Just to give you an example of what that might
16 be for this category, you know, you're already
17 considering life cycle costing in how you do your
18 buildings. The fact that you paint the steel when
19 it's up to avoid the corrosion is a good example of
20 taking the long view in -- in the investments that
21 you've made.

22 So I would see, for instance, as one of the
23 objectives to, you know, incorporate life cycle
24 cost analysis into your capital planning decisions.

25 Into your con -- you know, considering both

27

1 operating and capital investments. Those would be
2 the next layer down from this.

3 Just to give you a flavor of what we're
4 envisioning here, it's really sort of -- some
5 airports have established design guidelines, for
6 instance, that say if we're going to build
7 buildings, they will be built to these standards or
8 this way. Those would be the types of things that
9 we would look at under this category.

10 CHAIRMAN BARRERA: Do we have --

11 MS. HUMBLET: Any comments on this?

12 CHAIRMAN BARRERA: -- any feedback on the
13 planned development?

14 MR. YOUMAN: I -- since it's already been
15 happening, "continue to incorporate," would that
16 make any sense or is it --

17 CHAIRMAN BARRERA: "Further."

18 MR. YOUMAN: -- something we're just starting
19 from the present?

20 CHAIRMAN BARRERA: "Further incorporate."

21 MR. YOUMAN: "Continue to incorporate."

22 MR. GEORGE: I don't think that adds anything.
23 You know, we're talking about planned development.
24 Development to me is down the road. You know,

25 continue the initiatives that we've done in the

28

1 past? That's just to me verbiage that's added in.

2 MR. YOUMAN: Okay. I just threw that out. I

3 just --

4 MR. GEORGE: Okay. Fine. I mean, I --

5 MR. ROY: And this is a brainstorm.

6 MR. GEORGE: I'd like to hear how Jack --

7 MR. ROY: We want ideas.

8 MR. GEORGE: I'd like to hear how Jack feels.

9 MR. ROY: We're hoping that all ideas that get
10 thrown out on the table. Even Vic.

11 MR. MARTINELLI: One -- one more. Unless you
12 really are on the inside knowing what
13 sustainability, the definitions of sustainability
14 that you've put forth, as a -- an outsider reading
15 this, I would question what are sustainability
16 initiatives.

17 On the other hand, if you substituted the word
18 "comprehensive" for "sustainability" and said
19 "incorporate comprehensive initiatives into future
20 airport development plans," comprehensive means
21 you're going to cover the waterfront. And
22 basically that's what your sustainability is saying
23 as well. Just a thought.

24 MS. HUMBLET: Uh-huh.

25 MR. MARTINELLI: I'm looking at the layman

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1 reading this as opposed to folks on the inside here
2 who know what sustainability means.

3 MR. ROY: To put this in context, we will be
4 defining what we mean by sustainability in the
5 beginning of the document. So people will have
6 hopefully the same context to consider the word
7 as -- as everyone in this room does, having been
8 given the background as to how we're defining it.
9 That's a -- I mean, that's a good point, that we
10 want to make sure it's accessible to the lay
11 reader.

12 MR. YOUMAN: I -- I would -- I would not agree
13 to that. Sustainability is a term that is being
14 used throughout the United States now for these
15 type of projects.

16 Norfolk & Western Railroad, for example, has a
17 massive sustainability project that has won awards,
18 and it's called sustainability. And all these
19 initiatives like this describes -- sustainability
20 describes what it is and everybody has to over time
21 adapt to the new type of use of this word. That's
22 my opinion, Buzz.

23 CHAIRMAN BARRERA: Harry?

24 MR. RUHSAM: I heard someone make a comment

25 about department of redundancy department. Using

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1 that mindset, do we want to say "future development
2 plans?" I mean, a development plan refers to the
3 future. Do we need "future development plans"?

4 MR. WUELLNER: "Into future"?

5 MS. HUMBLET: Or just "airport development
6 plans"?

7 MR. RUHSAM: That's my thought.

8 MR. WERTER: Well, as far as that terminology,
9 it -- oh, a lot closer. As far as that terminology
10 goes, future development plans, now are you trying
11 to say plans that you want to develop, you know, or
12 development plans that are developing the future?
13 So what's your clarification there? Future plans
14 or what? Clarity.

15 MR. RUHSAM: That's a good one.

16 MR. WERTER: Leave it to me, I know.

17 MR. GEORGE: I think we drop the word
18 "future."

19 CHAIRMAN BARRERA: Can you read it at this
20 point to where we're at?

21 MS. HUMBLET: Yes. I don't think we've made
22 too many changes yet. "Incorporate sustainability
23 initiatives into Airport development plans to
24 maximize long-term cost effectiveness and minimize

25 environmental and social impacts of future

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1 projects."

2 CHAIRMAN BARRERA: So we eliminate the first
3 "future" and not the second one, which -- which
4 makes it less redundant.

5 MS. HUMBLET: Yeah. Still gets that in there.
6 And also, just a comment on the sustainability
7 piece. In a way, the rest of the definition helps
8 describe what we mean by sustainability initiatives
9 in terms of maximizing the long-term cost
10 effectiveness and environmental and social
11 economics. It kind of qualifies that statement a
12 little bit more.

13 MR. WUELLNER: Well --

14 CHAIRMAN BARRERA: Ed?

15 MR. WUELLNER: Maybe what we're trying to say
16 is if we change the phrasing to "into the
17 Airport's," make it possessive, then we're just
18 referring to everything the airport does, which is
19 I think what the intent of the sentence is.

20 MS. HUMBLET: So --

21 MR. WUELLNER: Just make it "Airport's,"
22 possessive.

23 MS. HUMBLET: "Into the Airport's development
24 plans"?

25 MR. WUELLNER: Yeah.

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1 MS. HUMBLET: All right. Any comments on
2 that? All right.

3 MR. WERTER: Why are you looking at me?

4 MR. WUELLNER: I think that's ends your --

5 MR. GEORGE: Well, in this case, the Airport
6 is capitalized, so that is possessive. That
7 doesn't mean --

8 MR. WUELLNER: I can live with that, too.

9 MS. HUMBLET: Reading one more time with Ed's
10 change. "Incorporate sustainability initiatives
11 into the Airport's development plans to maximize
12 long-term cost effectiveness and minimize
13 environmental and social impacts of future
14 projects."

15 MR. WUELLNER: I can live with that.

16 MS. HUMBLET: I like it. Okay. Moving on to
17 the next very critical category here, energy. And
18 again, energy is very important to the airport.
19 The airport's been very active already in
20 converting ground service equipment to electric
21 vehicles as well as using energy efficiency
22 initiatives. And there's such a cost savings
23 benefit to energy efficiency projects, that this is
24 very -- consider this a very important piece of the

25 sustainability plan.

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1 The way it reads right now is "Minimize the
2 rate of consumption by the Airport and its tenants,
3 and increase use of renewable energy sources."

4 MR. GEORGE: This picture under, is that meant
5 to imply that Bryan is an energy source?

6 MR. ROY: Isn't he?

7 MR. WUELLNER: He's a drain on my particular
8 energy.

9 CHAIRMAN BARRERA: That's a hybrid.

10 MR. ROY: Didn't he give up a Tahoe for that
11 Prius?

12 CHAIRMAN BARRERA: It's a hybrid, right.

13 MS. ANDERSEN: It's a Prius.

14 MS. HUMBLET: And to give you a sense, the
15 objectives under this would really target, you
16 know, potential renewable -- renewable energy,
17 amount of renewable energy that the airport is
18 sourcing, as well as maybe a percent of energy
19 efficiency increase per year. Those are the types
20 of objectives that we'd be creating underneath this
21 goal.

22 MR. ROY: You want to talk about some of the
23 public visionings ideas?

24 MS. HUMBLET: Yeah.

25 MR. ROY: There were a lot of ideas around --

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1 around energy that came out of the visioning
2 session.

3 MS. HUMBLET: Absolutely. It seems to be a
4 really exciting topics for folks. Some of the
5 ideas there -- and again, we weren't screening
6 ideas as they were coming in. We were really
7 accepting kind of everything and just listening to
8 what people had in mind.

9 So some of them include consider installing
10 shorter -- wind turbines that are shorter so they
11 don't conflict with airport operations, or possibly
12 installing remote off-site wind turbines. A lot of
13 ideas about solar energy, supplying electricity to
14 vehicle charging stations or adding photovoltaic
15 systems to building roofs.

16 There were also some ideas about considering
17 looking into the possibility of geothermal energy.
18 Submetering. Looking at the airfield and ways to
19 increase lighting efficiency through LEDs, as well
20 as installing window shades and film to conserve
21 energy.

22 So really, there are -- there are a lot of
23 possibilities there that doesn't even touch on
24 everything that the airport could consider. But

25 those are some of the -- the ideas that came out of

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1 the visioning session.

2 MR. ROY: Are you good with this goal?

3 CHAIRMAN BARRERA: I think so.

4 MS. HUMBLET: Great. All right. I'm going to

5 pass it on to Mariben for the next couple of goals.

6 Thanks.

7 MS. ANDERSEN: The next one is air quality,

8 and it says "Minimize the Airport's emission of air

9 pollutants and greenhouse gases."

10 You obviously do that already because you use

11 Mules and you use electric ground service

12 equipment. And, you know, with converting to that,

13 you have less emissions as well. It's just your

14 fumes that comes out of your vehicles. So are you

15 guys good with this? Any thoughts?

16 CHAIRMAN BARRERA: Jack?

17 MR. YOUMAN: It says what it says.

18 MR. GORMAN: Many times, there's federal

19 initiatives for airports to be able to change fuel

20 sources, in other words, to use natural gas in

21 their vehicles rather than gasoline. And does

22 that -- do you feel this particular verbiage

23 expresses that goal well enough?

24 MS. ANDERSEN: Well, this relates to emissions

25 in general. I mean, for example, if you had

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1 commercial service, you can change your -- well, a
2 good example is the Taxiway C project. That
3 decreases emissions as a result which, you know,
4 contributes to this goal because it minimizes the
5 taxiing time. So it's less idling and taxiing time
6 for the aircraft.

7 So it doesn't just apply to ground vehicles.

8 It applies to airplanes, too. If you had a
9 commercial service, you can change the -- the
10 landing --

11 CHAIRMAN BARRERA: Pattern.

12 MS. ANDERSEN: -- the landing path so that
13 it's shorter and they don't have to like glide
14 longer in the air. So that will also decrease
15 emissions. That kind of captures this.

16 MR. ROY: To answer your specific question,
17 you're probably referring to the VALE program, and
18 this is a broad -- broadly stated goal. I think it
19 would certainly cover those types of grant programs
20 that the FAA has.

21 So it -- it's broadly written. It's simply
22 written. I think you're -- you're capturing really
23 the air quality issues here. We could certainly go
24 into a lot more detail about types of pollutants

25 and so forth, but this seems to capture the

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1 essence.

2 MR. GORMAN: Thank you.

3 CHAIRMAN BARRERA: Any other feedback on this
4 goal?

5 MR. ROY: Okay. Wonderful. Thank you.

6 MS. ANDERSEN: Thank you, Leo. Natural
7 resources and water quality and conservation. It
8 says "Minimize unavoidable impacts to natural
9 resources on airport property while developing the
10 airport and ensuring its safe operation." I'm sure
11 you have comments, Mr. Gorman.

12 MR. GORMAN: Any other comments but mine?
13 Well, I could make a comment. It is my own opinion
14 that there is a tremendous disconnect between the
15 pragmatic nature of the regulation required to
16 develop and the actual conservation of resources,
17 and that's because the evolution of the laws and
18 the regulation as -- well, it just simply evolved
19 into a certain conundrum where something that was
20 used as a tool -- for instance, mitigation, and it
21 was an effective tool to stop developers from --
22 from filling in marsh, for instance, as our
23 situation now -- has evolved into -- interpreted in
24 verbatim style creates absurd situations.

25 So is there any way that there can be any type

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1 of out-of-the-box focus groups that we can include
2 in this verbiage that will be constantly and
3 consistently trying to find practical ways out of
4 the existing conundrum of the EPA and the DEP? In
5 other words, as it -- as these laws are written
6 now, they don't make sense. Certainly not to me
7 and not to many other people.

8 So is there a way out of this and that that
9 verbiage can be added to this, in other words,
10 constantly seeking ways to become more practical
11 and -- in other words, then we can argue the
12 verbiage forever.

13 MS. ANDERSEN: I honestly think you're
14 referring to -- this is the goal for your airport.
15 Whatever you want to do underneath, which are your
16 initiatives, as in seeking ways, innovative ways
17 and practical ways to minimize environmental impact
18 as it states here on natural resources, then those
19 would be the steps to reach this goal.

20 So, what you just described as the focus group
21 would be a way to reach this goal. Right now,
22 we're into the wordsmithing of the general context
23 of what you want to do at your airport from now and
24 into the future.

25 MR. GORMAN: I suppose I would like the

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1 verbiage to include legislative -- add a
2 legislative level inquiries to make more practical
3 efforts to possibly modify the necessary
4 environmental --

5 MR. ROY: Yeah. Let me suggest something.
6 See how this feels.

7 MR. GORMAN: Yeah, I -- I'm searching here.

8 MR. ROY: Really, what you're -- what you want
9 to inspire is innovation in how the airport looks
10 at the regulatory requirements. In other words,
11 meet the letters of the law, but are there ways
12 that it can be done that's more creative, more
13 innovative?

14 Now, we used in one of the previous goals the
15 word "innovative." We may not want to repeat that.
16 How about if we inserted the word "creatively"
17 after -- "while developing." So, in other words,
18 it would read "Minimize unavoidable impacts to
19 natural resources on Airport Property while
20 creatively developing the airport and ensuring its
21 safe operation." I don't know if that captures
22 what you're -- what you're looking for, but you're
23 really looking for out-of-the-box thinking in how
24 the natural resources are protected.

25 Particular, you know, one of the -- the rules

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1 are ratcheting down every year on stormwater
2 management. That's obviously a big issue in
3 Florida and a big issue at airports. You know,
4 that's going to be an area that year after year
5 we're going to have to address in increasingly
6 creative ways moving forward.

7 MR. GORMAN: Capturing two things, one is the
8 out of the box, the essence of out of the box, and
9 capturing in another way efforts at a legislative
10 level, are the two things however you want to coin
11 that verbiage.

12 MR. ROY: Yeah.

13 MR. GORMAN: Personally I feel would be
14 interesting to add --

15 MR. ROY: Introducing the legislative wrinkle
16 into the -- into the words might take us in a
17 different direction. But in the objective section,
18 that could certainly be the next level down one of
19 the objectives of things that's pursued under this
20 goal.

21 MR. YOUMAN: But just a question. Would that
22 mean that we would be a lobbyist of some kind?

23 MR. GORMAN: Yes. If necessary, yes.
24 Absolutely.

25 MR. YOUMAN: Is that our role?

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1 MR. GORMAN: I think to be practical shepherds
2 of an environment, you -- it must be your role,
3 because you've got to be able to do the right
4 thing.

5 MS. ANDERSEN: If I may add, as a member of
6 the Florida Airports Council, in -- in a sense, you
7 are part of the people who contribute to
8 legislation because Florida Airports Council, you
9 know, does review.

10 MR. WERTER: A prime example of that, Jack, is
11 my trip up to D.C. in March, and I hooked myself up
12 with FAC to go around and visit the legislature,
13 you know, Senator Nelson and -- and such. So we
14 are a lobbying -- no matter what element of our
15 business it takes us to, we are lobbyists.

16 MR. GORMAN: Well, that's fine. Somehow
17 incorporate, for instance, Mr. Werter's efforts
18 into something that should be sustained.

19 MR. WUELLNER: Well --

20 CHAIRMAN BARRERA: Ed? Ed?

21 MR. YOUMAN: Should -- should that be a
22 separate goal?

23 CHAIRMAN BARRERA: Carl, I just recognized
24 Ed --

25 MR. YOUMAN: I'm sorry.

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1 CHAIRMAN BARRERA: -- to go ahead and speak.

2 MR. WUELLNER: My -- my comment is I don't --

3 like the word "creative" or "creatively," but I

4 think we're putting it in the wrong spot.

5 MR. ROY: Okay.

6 MR. WUELLNER: I think you start the sentence

7 with it -- the goal with it.

8 MR. ROY: "Creatively minimize."

9 MR. WUELLNER: Right.

10 MR. ROY: Yeah.

11 CHAIRMAN BARRERA: That's good.

12 MR. WUELLNER: Because we're not creatively

13 developing the airport.

14 MR. ROY: Sure.

15 MR. WUELLNER: That gets us amuck with

16 regulatory, perhaps.

17 MR. ROY: Yeah. That's a great change.

18 MS. ANDERSEN: So it now reads, "Creatively

19 minimize unavoid -- unavoidable impacts to natural

20 resources on Airport property --"

21 MR. GEORGE: So you're saying --

22 MS. ANDERSEN: "-- while developing the

23 airport and ensuring its safe operation."

24 CHAIRMAN BARRERA: Buzz?

25 MR. GEORGE: If it's an avoidable impact, it's

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1 okay not to minimize it?

2 MR. WUELLNER: Well, I think your --

3 MR. GEORGE: Get the word "unavoidable" out of
4 there.

5 MR. WUELLNER: Well, the -- I was going to say
6 the reality is we don't ultimately make the call
7 whether it's unavoidable or not in most cases where
8 we're impacting the environment in these cases.

9 The overall goal of permitting, and jump in if
10 I'm up -- up deep in here, but my understanding of
11 the overall goal of the permitting as it stands
12 today is to minimize the unavoidable impacts.

13 That's why the effort is always thrown in there ad
14 nauseam about, you know, is the project necessary?
15 You know, it's getting through that -- that process
16 of, well, can we go at it another direction?

17 And examples of that is how we're going about
18 Taxiway Bravo extension replacing Charlie down
19 there, is that, you know, you now see in the
20 depiction there's an angled approach, if you will,
21 to the -- to the end of the runway. Kind of a
22 nonstandard look, but it minimized the footprint or
23 the impact on the wetlands while still getting an
24 operational deficiency solved.

25 So, I don't think from a regulatory

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1 environment you're going to get away from -- or get
2 away with not being at least creative in looking at
3 all of the solutions that work.

4 MR. ROY: Yeah, Ed -- Ed is absolutely right.
5 The hierarchy that we follow is you avoid the
6 impacts, then you minimize the impacts, and then if
7 you can't minimize, then you mitigate for.

8 MR. GORMAN: Mr -- Mr. Wuellner, the world he
9 has to live in is a world of, in other words, of
10 compliance.

11 MR. WUELLNER: Yes.

12 MR. GORMAN: In other words, he's just made to
13 comply in other words to get funding. But as an
14 airport and as an airport board, I feel that we
15 need to be able to, again, get out of the box and
16 try to modify existing regulation if we possibly
17 can. And that legislative ability should be
18 within -- should somehow be expressed, it's my own
19 opinion, in the goals.

20 MR. ROY: Challenge the conventional wisdom.

21 MR. GORMAN: Yes, chal -- well, there you go.
22 That's a good way to put it.

23 MR. WUELLNER: I wonder if it's not better as
24 a different -- a separate goal.

25 MR. YOUMAN: That's what -- that's what I was

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1 just going to say, that that's a totally issue from
2 the compliance.

3 MR. WUELLNER: But I think it's a -- you know,
4 it's a goal worth talking about at least.

5 MR. YOUMAN: Absolutely.

6 MR. WUELLNER: But I'm not sure interjecting
7 it into one component of it's --

8 MR. GORMAN: Where do you want to interject --

9 MR. WUELLNER: Well, I don't think you create
10 a goal. I think you create an equal statement, but
11 it's related to perhaps -- come up with language
12 quick -- but I would say "pursuing regulatory
13 change." You know, I mean you can construct that
14 language -- it would be a stand-alone piece.

15 MR. ROY: Create as a separate goal is what
16 you're suggesting.

17 MR. WUELLNER: Right. Exactly. Of equal
18 value of these.

19 MR. ROY: Right.

20 MR. WUELLNER: It just doesn't -- you know,
21 it's stand-alone, doesn't get --

22 MR. GORMAN: Can we state that that would be
23 an asset to create again a statement of -- of
24 continuing legislative efforts to modify existing

25 regulation in a practical means to be able to

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1 benefit the environment on the airport? I mean,
2 however you want to put it, I would like to see
3 something in there, myself.

4 CHAIRMAN BARRERA: And I would -- when we get
5 to that point, I would like to talk over the
6 wordsmithing. Jim?

7 MR. WERTER: Well, that's the thing. Are we
8 talking about wordsmithing here or a different
9 policy bullet? It sounds like we're getting --

10 MR. WUELLNER: A different policy.

11 MR. WERTER: Yeah.

12 MR. WUELLNER: A different policy bullet.
13 I -- I'm thinking instead of trying to cram it into
14 natural resources and water quality, we create a
15 stand-alone policy statement that has to do with
16 trying to effect regulatory change or whatever
17 language you ultimately come up with.

18 MR. WERTER: So actually what you're talking
19 about now is developing another bullet, but still
20 it doesn't address the wording of the --

21 MR. WUELLNER: Of this one.

22 MR. WERTER: Okay. What about --

23 MR. ROY: I just want to understand where
24 you're at. So it's a separate goal that's not just

25 natural resource and water quality related. But

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1 really it's more broadly addressing regulatory
2 constraints and how the airport deals with those
3 and suggesting ways to do them differently.

4 MR. GORMAN: Certainly.

5 MR. ROY: Is that the thought?

6 MR. WERTER: More along the legislative.
7 That's a whole issue than what we're talking about.
8 So I just thought -- I think we've gone a little
9 astray.

10 MR. ROY: Yeah, it's not -- shouldn't be under
11 the subset of water quality, but really a separate
12 goal.

13 MR. WERTER: Okay. On that note, taking care
14 of this bullet, what about -- well, I don't know
15 how you guys -- I missed on how you felt about
16 "creatively," but "minimize and/or -- avoid and/or
17 minimize impacts to natural" as opposed to some of
18 the other things I was hearing. I don't know if
19 you want to use "creatively." That might sound a
20 little -- I don't know what would be the word --
21 too much fluff.

22 MR. ROY: Let me read the whole thing and see
23 how it -- see how it feels to you. "Creatively
24 minimize unavoidable impacts to natural resources

25 on Airport property while developing the airport

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1 and ensuring its safe operation."

2 And again, the focus is on natural resources

3 and water quality conservation. That's the --

4 that's the headline we're addressing. "Creatively

5 minimize unavoidable impacts to natural resources

6 on Airport property while developing the airport

7 and ensuring its safe operation."

8 CHAIRMAN BARRERA: It's done.

9 MR. ROY: Does that feel good?

10 MR. WERTER: Yeah.

11 MR. ROY: Okay. She's going to start crafting

12 a regulatory one while we're talking and see if we

13 can come up with something to suggest -- to sort of

14 get to your --

15 MR. GORMAN: That was my question. Do we have

16 board consensus that we wanted to draft a short and

17 poignant regulatory --

18 MR. ROY: Yeah, I -- I got the sense that the

19 group was interested. Let's at least draft one and

20 then you can discuss it.

21 CHAIRMAN BARRERA: Yeah.

22 MR. ROY: How is that?

23 CHAIRMAN BARRERA: That sounds like a plan.

24 MS. ANDERSEN: All right. The next one is

25 natural resources and the water quality

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1 conservation, and it's "Minimize water consumption
2 and continue to protect water quality."

3 As an example, you guys use rain gauges on
4 your irrigation system. You have sensor faucets at
5 the new terminal. You use artesian wells and
6 groundwater wells for irrigation so there's less
7 strain on potable water. And again, less water use
8 equals less money to pay for water that comes from
9 the utilities. So again, it -- it goes into energy
10 savings.

11 Other examples of what you can do is rain
12 barrels. Of course recycling your water in the
13 stormwater ponds -- the freshwater ones, because
14 majority of the ones that you have are saltwater.
15 And other water use -- water reuse. New technology
16 allows for you to harness your gray water and use
17 it for irrigation. So as it reads now, it's
18 "Minimize water consumption and continue to protect
19 water quality." Any thoughts?

20 MR. GEORGE: Isn't water a natural resource?
21 And if so, isn't this redundant to what we're
22 saying in the one right above it? This would
23 mean -- this to me would be more of an
24 implementation on the one above it, you know.

25 MS. ANDERSEN: I believe that the former goal

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1 that we read pertains to not water quality and
2 conservation, but it pertains to wetlands and
3 uplands and trees.

4 MR. ROY: Stormwater, those types of things.

5 I think the reason they're two --

6 MR. GEORGE: They're all natural resources.

7 MR. WUELLNER: Well, because --

8 MR. ROY: One natural resource where this is
9 really more consumptive use of water and reducing
10 your consumptive use.

11 MR. WUELLNER: Well, I think -- I'm with you.
12 I think it's broad -- the original one is broad
13 enough for all of that.

14 MR. ROY: Okay. Lump the two together?

15 MR. WUELLNER: If you want to put it as an
16 objective or something in the next level, I -- you
17 know, divide it out, I think it makes more sense.
18 Or separate those two into two different topics.

19 But I'm not sure I'm getting why we're --

20 MR. GORMAN: In other words, you're saying you
21 feel that it is -- like Buzz does, that it is
22 incorporated --

23 MR. WUELLNER: Yeah.

24 MR. GORMAN: So do I. I don't know about the

25 other board members.

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1 MR. ROY: Another option would be to make
2 the -- the former goal natural resource
3 conservation and then focus this one on water
4 quality and conservation.

5 MR. WUELLNER: Isn't conservation by
6 definition unavoid -- unavoidable impact?

7 MR. ROY: Well, conservation is a -- is a goal
8 we're seeking, yeah.

9 MR. WUELLNER: Okay. I mean, it -- I don't
10 know.

11 MR. ROY: Well, fewer is always better. When
12 it comes to goals, fewer is always better.

13 MR. WUELLNER: You're using, you know,
14 minimize impacts --

15 MR. ROY: Yeah.

16 MR. WUELLNER: -- which is what conservation
17 is, is it not?

18 MR. ROY: So what's the census? Do you want
19 to comport those two --

20 CHAIRMAN BARRERA: Let's -- let's get a little
21 more feedback.

22 MR. ROY: Okay.

23 MS. PORTER: What I'm hearing is with water,
24 you've got two different topics. You've got both

25 water quality that you need to address both on the

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1 airport property and because you -- you're a
2 riparian area. But you've also got water
3 conservation where you really are trying to
4 minimize the amount of water that you're using.

5 And I'm flipping back over to the other side
6 of the sheet here and looking at energy, and it's
7 very similar in a way to your energy goal. Looking
8 at the energy goal here, you've got "Minimize the
9 rate of energy consumption by the Airport and its
10 tenants." You could almost say the same thing
11 about water as far as water use, which is separate
12 than water quality. So perhaps --

13 CHAIRMAN BARRERA: So maybe put energy and
14 water together in that previous goal?

15 MS. PORTER: If you --

16 CHAIRMAN BARRERA: Lump those together.

17 MS. PORTER: If you want to look at water in
18 two different aspects as far as the water that
19 you're using, you really do want to minimize that
20 amount. As far as the quality of the water, both
21 on the property and the effect that the property
22 has on the water surrounding the property, that in
23 a way is a different issue.

24 MR. WUELLNER: Yeah, you could just expand

25 energies -- thing to energy and natural resource

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1 consumption or something like that. And then keep
2 it a consumptive kind of statement as you're --

3 MR. ROY: In developing these --

4 CHAIRMAN BARRERA: Energy water --

5 MR. ROY: -- sustainability studies, we often
6 keep energy separate primarily because there's so
7 many opportunities within it. And the list will
8 get quite long because with energy, you're looking
9 at conservation as well as alternative energy
10 generation. You're looking at your buildings as
11 well as your surface transportation fuel. So
12 generally we try to keep energy by itself because
13 there's so much there.

14 But the suggestion that it is comparable to
15 water is -- is a good one. Do you want to keep
16 energy, water, and the natural resource
17 conservation as separate topics, even though I
18 agree with your point, Ed, we're talking about
19 conservation and water is a natural resource?

20 MR. YOUMAN: Kelly, can I speak?

21 CHAIRMAN BARRERA: Go ahead, Carl.

22 MR. YOUMAN: From what you're saying is unless
23 we break it down, you know, our goals in a finer
24 state like you have it here, under that one goal,

25 we could end up with 30 points to cover versus 10,

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1 10, and 10 --

2 MR. ROY: Right.

3 MR. YOUMAN: -- to make it manageable.

4 MR. ROY: Yeah. And again, there's -- there's

5 no -- there's no reason why we can't have lots in

6 one and fewer in another. There's no -- no reason

7 for that. But I think if you -- if you brought

8 energy and water together, the list would be quite

9 long of the objectives under that, and really the

10 opportunity's for the airport to demonstrate

11 environmental stewardship in those two categories.

12 MR. YOUMAN: You've seen this from previous

13 projects, is what you're telling us.

14 MR. ROY: Yes.

15 MR. YOUMAN: Okay. So we should support your

16 experience to a certain extent.

17 MR. ROY: Thank you. So are you comfortable,

18 Ed, with a water by itself, a water conservation,

19 natural resources, and energy?

20 MR. WUELLNER: You know, I don't disagree with

21 it. I just think it's -- you know, we -- we're

22 just creating additional goals that all say the

23 same thing --

24 MR. GEORGE: Yeah.

25 MR. WUELLNER: -- you know, and --

55

1 MR. GEORGE: It's as if we get more points for
2 more goals.

3 MR. WUELLNER: Almost. You know, the policy
4 piece of it from my perspective is -- you know,
5 should be a high-level concise statement, and then
6 everything below it builds to that goal.

7 MR. ROY: Yeah.

8 MR. WUELLNER: What I'm hearing is we're --
9 you know, we're trying to separate the goal into
10 pieces and then build further pieces below it. And
11 I'm wondering if we're not trying to create --
12 eventually get to a point where it's entirely too
13 detailed to be a policy or a management plan
14 versus, you know, a policy document or a -- an
15 operations document.

16 MR. ROY: Uh-huh.

17 MR. WUELLNER: I don't see this as an
18 operations document yet.

19 MR. ROY: It's really -- what it should be
20 meant to is really provide kind of a roadmap for
21 how you think about this issue as you make the
22 decisions you make all day everyday.

23 MR. WUELLNER: You're -- you're making my
24 point. Exactly.

1 MR. MARTINELLI: I think from my perspective
2 anyway, there's some confusion as to the hierarchy
3 of this whole process.

4 For example, if the goal is the top and then
5 under the goal you have initiatives, and under the
6 initiatives, you have programs, and under programs,
7 you have events, if you look at it that way, then
8 what happens here or what is happening here is I
9 think you're mixing events with initiatives and
10 initiatives with goals and it's getting all muddy.

11 And so, maybe a clarification of what should
12 be the top level, what should be the next level,
13 and maybe how many levels you're supposed to have,
14 one, two, or three levels, and then fit everything
15 into that.

16 MR. WUELLNER: You know, your point to me is
17 exactly on cue. You know, we're looking at the
18 consumption of natural resources, whether they're
19 wetlands, whether they're drinking water, whether
20 they're energy resources. That's the goal piece.

21 CHAIRMAN BARRERA: And air.

22 MR. WUELLNER: And air.

23 CHAIRMAN BARRERA: Because really when you
24 look at -- at environmental things, you're looking

25 at water, air, and energy, and natural resources,

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1 as far as trees and --

2 MR. GEORGE: You could go back to the -- to
3 the one above it that says "impacts to natural
4 resources," parenthesis, "i.e., but not limited to
5 air, quality, energy."

6 MR. WUELLNER: But I -- I fully support
7 developing the next level item to -- you know, to
8 however broad it needs to do to support the goal.

9 You know, I -- I'm looking at this going, gee,
10 we're going to end up with 15, 20 goals out of
11 this, when the reality is if you boil it all and
12 distill it all down, there's really only one or two
13 goals. What we have then is the next level that
14 supports all of those goals.

15 MS. ANDERSEN: If I may.

16 MR. ROY: At the moment, we have ten, if we
17 add the one -- you know, often, just to help the
18 conversation a little bit, when we -- when we think
19 about this for these planning exercises, we talk
20 about five goals. The reason I use five is I have
21 five fingers and it really helps me.

22 Energy being a big one, because there's so
23 many opportunities in the realm of energy.
24 Transportation and transportation impacts also very

25 significant in your transportation facility

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1 ultimately. The site and the site impacts. And as
2 part of that, we really look at the wetlands,
3 stormwater, those types of issues.

4 Buildings and impacts of buildings, and that's
5 where we hit the water conservation, because
6 usually the water con -- the water consumption is
7 typically tied to a building. We often use the
8 LEED green building standard sort of as a -- a
9 working template to talk about what is
10 sustainability in buildings. And finally the
11 social equity piece.

12 So those are the five categories that we
13 typically, you know, want to make sure that
14 we're -- we're hitting when we do this. Maybe we
15 could flip back a few slides, ma'am, just to look
16 at the list, which I think is slide 8. Please go
17 back a couple. One more. There.

18 That's the -- that's the list that we have
19 now, which is economic vitality, planned
20 development, energy, air quality, natural
21 resources/water quality, and again that was meant
22 to be the -- well, you've got actually two on that
23 one. And then materials use and waste management,
24 the connectivity issue, which is transportation,

25 noise, and the socioeconomic. So actually we had

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1 in the original list combined natural resources and
2 water quality all in one.

3 MS. ANDERSEN: So let's just -- I think what
4 I'm hearing them say is the natural resource that
5 we have where it says "Minimize unavoidable
6 impacts" or "Creatively minimize unavoidable
7 impacts," that the water quality falls under it as
8 a --

9 CHAIRMAN BARRERA: Right.

10 MR. GEORGE: Yeah.

11 MR. WUELLNER: Correct.

12 MS. ANDERSEN: So we just take that one out,
13 is what they're saying.

14 MR. ROY: Okay. So as we have in this list
15 here, combine the natural resources --

16 MS. ANDERSEN: Yes.

17 MR. ROY: -- water quality, conservation, all
18 in one -- all in one goal.

19 MR. GEORGE: And take -- if you want to keep
20 this, make it a sub -- you know, the next level
21 down as an action item, a more specific.

22 MS. ANDERSEN: That's fine.

23 MR. ROY: And then did you have a headline for
24 the one we're trying to develop?

1 Environment."

2 MR. ROY: Ooh, that's an interesting pairing
3 of words.

4 CHAIRMAN BARRERA: Are -- are we ready for
5 that one next, or are we -- I have -- wanted to
6 call someone else up.

7 MR. ROY: Yeah. I'll -- I'll go back in just
8 a second. Regulatory environment. I mean, because
9 we're looking at the overall list, I want to make
10 sure we're comfortable with the list. Does the
11 list look good if we add the regulatory environment
12 to that? And we'll go back and drill down and see
13 what we mean by that in a minute.

14 Okay. Madam Chairman, you'd like to go back
15 to --

16 CHAIRMAN BARRERA: I'd like to invite Rhett to
17 come up and speak on this topic. Yeah. We -- we
18 had that discussion going on -- on this issue.
19 What we're talking about is that we have -- from
20 your viewpoint, are we having too many goals? Do
21 we need to look at maybe going back to that five
22 goals?

23 MR. YATES: I'm Dr. Rhett Yates from
24 Jacksonville University. And just quickly, what my

25 colleague and I were discussing, I think water,

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1 especially airport managers, we think comes in two
2 different issues, which should go under the natural
3 resources quality, which is what we're putting out
4 from here.

5 Obviously if we have a fuel tank rupture,
6 we're -- that's not good quality from here. But
7 also consumption, which goes into the building
8 side. So if you were going to separate it, we need
9 to separate it on what we're putting out in
10 quality-wise versus what we're using on the
11 premises.

12 MR. WUELLNER: I like that.

13 MR. YATES: And if we wanted to put all of
14 that under natural resources, we could put -- we
15 should throw energy, water, and air under natural
16 resources and then we would really make it -- make
17 that a little more concise.

18 MR. WUELLNER: I like that because you've
19 created two goals out of about five --

20 MR. YATES: Yeah.

21 MR. WUELLNER: -- and really stated --

22 MR. GEORGE: But you've covered all five.

23 MR. WUELLNER: We've covered them all.

24 MR. YATES: We've covered them all, yeah.

25 MR. WUELLNER: It's broad enough to pick them

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1 all up. I like that. Basically looking at a
2 consumptive-type goal and a water or -- or an
3 impact kind of goal.

4 MR. YATES: Impact, yeah.

5 MR. ROY: There's that which you consume and
6 there's that which you emit. So those are --
7 you've got garbage in, garbage out.

8 MR. YATES: Exactly.

9 MR. ROY: So you're really --

10 MR. YATES: And we can really separate out I
11 think a lot better because when we're looking
12 especially at sustainability within a building,
13 we're thinking what we're consuming. But as an
14 airport itself, we're thinking of what we're
15 actually putting out afterwards I think as a whole
16 versus just the individual properties on the
17 airport.

18 CHAIRMAN BARRERA: Jim? Go ahead.

19 MS. PORTER: And -- and speaking to what
20 you've just said, there's that which we consume and
21 there's that which we impact. And with the natural
22 resources water quality, you're talking about
23 impacts. Impacts on the air. Impacts on the
24 water. Impacts on the natural resources. Impacts

25 on the environment. But with the energy and the

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1 water, you're talking about use, minimizing the use
2 with that.

3 And so I think it's important to actually keep
4 those two. Yes, water is -- it's a resource that
5 you impact, but it's also a resource that you use.
6 Energy, through energy consumption, it's a resource
7 that you impact, but it's a resource that you use.
8 Air, you impact that.

9 And so having your goal of natural resource
10 impacts and water quality, the impacts on the
11 resources and looking, for example, at the energy
12 goal, that's different because you're not impacting
13 energy; you're consuming it.

14 So with your energy and your water, what your
15 goal really might want to be is minimization of
16 energy, minimization of water usage, and then a
17 separate goal perhaps be let's recognize the impact
18 that we're having on the natural resources, try to
19 avoid it, you know, minimize it, mitigate for what
20 we can't avoid and minimize, and just keep us
21 looking at natural resources from those two
22 different viewpoints.

23 CHAIRMAN BARRERA: Andrew? Thank you.

24 MR. HOLESKO: Good afternoon. First, I just

25 want to say that I am a supporter of all of the

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1 concepts you're talking about right here. No -- no
2 question. A lot of the things that you're talking
3 about, I'm thinking about what would happen on the
4 next series of projects or what happens next
5 when -- when we move forward with implementation.

6 A lot of things, I already discussed with Ed
7 and Bryan and Kevin about how to put these things
8 in the projects today. I'm concerned that I see
9 the word "minimize" in there in so many ways that I
10 don't -- I think you need to add one more
11 descriptor at a higher level, perhaps all the way
12 back in your very first paragraph, just to put --
13 insert the word "reasonable" somewhere, or
14 "practical."

15 Because I know that there's an endless amount
16 of things that you could do on your projects to
17 minimize impacts in some ways, but you might not do
18 them because you simply can't do all the
19 opportunities that are out there and put those in
20 place to do your project. Most likely because of
21 cost.

22 So I just want to see perhaps that word
23 "reasonable" put in there somewhere at a higher
24 level to know that you're going to go through a

25 checklist and you're going to consider all of these

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1 things. But I don't think you can do them all
2 because they wouldn't be reasonable to do all of
3 these things on every project on one specific task.

4 CHAIRMAN BARRERA: Thank you, Andrew.

5 MR. ROY: So let me see if I can --

6 CHAIRMAN BARRERA: Any more board comment on
7 this?

8 MR. ROY: -- capture where we are after you
9 have board comment.

10 MR. GORMAN: Not -- not to disagree with
11 Andrew, but I think whether or not the concept is
12 reasonable would be -- become apparent after it's
13 discussed.

14 MR. WUELLNER: Well, I was going to say. I
15 think the -- the sustainability effort is
16 designed -- is inherently designed, or at least as
17 we're approaching it, is designed to get a read on
18 the economic impact of an initiative. So it's
19 already a -- in there in the -- analytic, if you
20 will, of looking at the whole -- of the whole
21 picture.

22 So, you know, the goal -- the goal may be to,
23 you know, minimize impacts on wetland. To minimize
24 the impact on wetland, there'll be alternatives

25 available to us to do whatever that is. Not all of

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1 those will be financially feasible or for other
2 reasons feasible at the end of the day. And we
3 ultimately come to the reasonableness test, if you
4 will, as it's balanced by financial impact and
5 practicality or even availability.

6 MR. ROY: And isn't it -- isn't it really a
7 balancing act between these three elements that
8 we've been discussing of the economic, the
9 environmental, and the social? Except we're adding
10 a fourth, and that is the time dimension.

11 We want -- the idea of sustainability is to
12 keep these things going in -- into the future. We
13 can't consume all our resources and expect to have
14 them the next day. We can't pollute our
15 environment and expect it to function in the same
16 way it did before. So it's these three elements
17 with the -- with the temporal being added to it, is
18 what really creates this concept of sustainability.

19 MR. WUELLNER: Yeah. It -- it has to be
20 looked in a -- in a -- and I don't like this word,
21 but holistic way across those items because
22 otherwise you get mired in, you know, a very myopic
23 view of one aspect of it without regard for what it
24 costs. And by costs, I mean not only financial,

25 but social and otherwise.

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1 And I -- I've leaned on from the beginning --
2 they probably already did it that way, but that was
3 something they heard front and center from me, was
4 if the goal of this plan is to come up with a whole
5 bunch of things that we need to do and we can't
6 balance it by what it costs to do those things,
7 then I'm not interested in doing it.

8 CHAIRMAN BARRERA: I think the overall
9 sustainability goal addresses that when it says
10 that it's economically and environmentally
11 sustainable.

12 MR. WUELLNER: I agree with you. That's
13 exactly right.

14 MR. ROY: Let me see if I can capture the
15 conversation to this point. With regard to the
16 overarching goals and categories, because there's
17 been some good discussion about possibly shrinking
18 that list from the 10 or 11 that we had to
19 something that incorporates the good suggestions
20 we've had here, there seems to be consensus around
21 the economic viability aspect and the planned
22 development. And we can certainly weave in the --
23 the notion of green building and those types of
24 things, life cycle costing into the -- into the

25 planned development.

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1 Then in terms of the resources, we really
2 heard two -- two pieces. One is this idea of
3 consumption and minimizing consumption, and that
4 can include the water and energy, natural
5 resources. And I think when we think about natural
6 resources, it's the natural resources that we would
7 typically buy through commerce, you know, recycled
8 paper, those kinds of things.

9 Because the natural resources that are on the
10 ground, while we in fact do consume them, we don't
11 like to think of it as consumption. And I'm
12 speaking now of the wetlands, the habitat, the
13 endangered species, those types of things. Those
14 are almost a somewhat separate category that we
15 need to provide stewardship for, as you've already
16 demonstrated on the airport with a great eco park.
17 You know, you're thinking that way anyway.

18 So, consumption being one thing, natural
19 resource protection being another. And then
20 there's this concept of emissions. The consumption
21 is what comes in and then the emissions are those
22 things that go out. And in emissions, we can cover
23 the air quality issue. We can cover wastewater
24 discharges. We can cover stormwater discharges.

25 Look at those -- those things which -- which go

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1 out.

2 The other elements, we haven't touched the
3 last couple of categories, but they also seem to be
4 a little separate from the -- from the five I've
5 identified. That is this concept of connectivity
6 and transportation. Noise is often considered as
7 a -- as a separate issue. You might want to
8 consider noise an emission. But noise is often
9 treated separately.

10 The issue of social equity that we've talked
11 about really should be a separate category. And
12 finally we're developing some language here on the
13 side for the regulatory environment concept,
14 Mr. Gorman, that you -- you've put forth.

15 So let me read that list again and see how it
16 feels to you. Economic viability, planned
17 development, consumption, emissions, natural
18 resource protection, transportation connectivity,
19 noise, social equity, and regulatory environment.

20 MR. WUELLNER: I --

21 MR. ROY: Does that capture everything we want
22 to talk about? Ed.

23 MR. WUELLNER: It -- it may, but I -- I think
24 noise belongs under a -- the emissions piece.

25 MR. ROY: Under emissions. Okay.

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1 MR. WUELLNER: It -- it's just another impact
2 or environment impact.

3 MR. ROY: Any time we can shorten things, the
4 better.

5 MS. HUMBLET: Can I just comment?

6 MR. ROY: Sure.

7 MS. HUMBLET: Just one thought, you know, as
8 to kind of backing up and looking at the rationale
9 dividing it up here the way we had it. And I think
10 it's thinking about -- and I don't mean to undo any
11 of this conversation at all; just providing a
12 little bit more background.

13 When we're thinking about initiatives, I'm
14 wondering if that's where it does make sense to
15 have energy as its own category, air quality as its
16 own category. Because although, you know, we
17 group, you know, water use and energy use, you
18 know, those are both consumption, the initiatives
19 and the way you approach the consumption are very
20 separate from those.

21 And I think, you know, in terms of I'm
22 thinking about the plan, the sustainability
23 management plan that's going to come out of this,
24 and reading through it if the reader and the

25 airport, if what makes it practical is to have

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1 those things divided out but maybe have a robust
2 discussion about that kind of overarching idea of
3 consumption and emission.

4 MR. ROY: Within each category?

5 MS. HUMBLET: Within -- or as a -- yes,
6 within --

7 MR. ROY: Or as an introduction?

8 MS. HUMBLET: As an introduction to the
9 four -- each of these categories. You know, that's
10 kind of sustainability kind of more holistically.

11 But again, the intent of these categories is to
12 have a really practical plan. So, just --

13 MR. ROY: Let me -- let me try to elucidate
14 what that might mean. For instance, some of the
15 things that came out of the public workshop were
16 the idea of photovoltaic panels for energy
17 production.

18 In the -- in the categories that we've just
19 identified, you'd stick that under emissions
20 because ultimately what it would be is you're
21 reducing your greenhouse gas emissions and energy
22 consumption because of -- and water consumption
23 because you are not purchasing electricity which is
24 generated some distance at a centralized plant;

25 you're generating that locally, and so that's

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1 reducing you're emissions ultimately. But I think
2 the casual reader picking up the report is not
3 going to look under emissions to find solar panels.

4 MR. WUELLNER: Well, I -- you're -- I think
5 we're blending -- you know, making something --
6 some salad out of this, and my -- it's not unusual
7 to have an initiative that speaks to multiple
8 goals.

9 MR. ROY: Yeah.

10 MR. WUELLNER: And, you know, I think you're
11 dealing with consumption of natural re -- in the
12 example you're using, you're using, you know,
13 consumption of natural resources. But there's
14 obviously an emissions component or a -- a
15 mitigation component, however you want to call it.

16 So, I'm -- you know, where you look for it is
17 arguably immaterial because we're talking about the
18 goal statements again. These are, you know, I say
19 the least used piece of the whole thing. It sets
20 what -- what we ultimately work down to use in a
21 day -- day in and day out basis.

22 So, you know, those are the important
23 statements, how we -- you know, how do we employ
24 those technologies or go about it in a different

25 way. You know, that's -- that's where it hits the

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1 road so to speak.

2 So, I -- you know, I really am supportive of
3 minimizing the number of actual goals as long as
4 they include everything we want to do. And then
5 let's spend the effort piecing together the
6 initiatives that support it. Because I think there
7 are a lot of those under every topic. Some more
8 than others.

9 MR. ROY: So does that speak more to
10 Emmanuelle's point, that you want to do the
11 categories or more to the discussion that's
12 preceded this to considering the rather novel
13 concept of dividing these goals into these
14 categories we've talked about of emissions and
15 consumption?

16 MR. WUELLNER: I'm not an attorney, but I
17 could argue it both ways. You know, I -- you
18 could, you know, say that the whole idea of
19 sustainability is already the goal. I mean, you
20 know, you could take it to that -- that level.

21 CHAIRMAN BARRERA: Vic?

22 MR. MARTINELLI: To get very very basic, we --
23 all of us on this planet do three things: We
24 consume, we convert, and we emit, okay?

25 Now, if you talk about air -- and somebody

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1 earlier said, well, you don't consume air. No, you
2 convert air, you do, because in an internal
3 combustion engine, you take oxygen, you combine --
4 excuse me, combine it with carbons, and you make
5 water and you make other emissions that are not
6 very good.

7 So, if you look at everything that we do, and
8 you can have one goal, and the one goal is reduce
9 emissions while optimizing conversions and
10 minimizing consumption. There you go. And you've
11 got it. That's your whole goal, one goal.

12 Then underneath that, you have a whole series
13 of programs or initiatives that will speak to
14 achieving that goal. And as Ed said, you'll have
15 initiatives that satisfy in many many different
16 directions. And those are the things that -- that
17 you want to look at. The ones that satisfy the
18 most directions, those should be your top priority.

19 So if I were looking at it and I want to prioritize
20 that, that's the way I would do it.

21 CHAIRMAN BARRERA: Thank you, Vic. Leo?

22 MR. ROY: So, returning to this, the category
23 question -- and perhaps we go through the rest of
24 the categories and then come back to this point?

25 What's your sense? Would you like to move forward

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1 and then come back to this?

2 CHAIRMAN BARRERA: I think that would be the
3 way to go, because we've spent enough time in
4 discussion --

5 MR. ROY: We do have about 30 minutes left in
6 our time schedule. I know you've got a full
7 agenda. If you'd just advance to slide 17, which
8 is materials use and waste management.

9 As we had previously written this -- this
10 goal, was to "Minimize the generation and impacts
11 of waste through materials reuse and recycling and
12 purchase of environmentally preferable materials."
13 So this is combining a little bit of the -- of the
14 waste management. So it's got both the consumption
15 and emissions mixed into it. What's the sense of
16 it as a goal as it stands? Is this the kind of
17 language you're interested in?

18 MR. WUELLNER: Again, I think it fits the
19 several we've reestablished.

20 CHAIRMAN BARRERA: Mariben?

21 MS. ANDERSEN: If I'm hearing the board right,
22 the way that we have it or the way that you want
23 it -- the way that you want it would be similar to
24 a comprehensive growth management plan.

25 We would have natural resources, and under

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1 natural resources would be stormwater, water
2 quality, drainage all -- all combined, and then
3 natural -- wetlands, and then uplands, and then
4 air.

5 MR. WUELLNER: And noise.

6 MS. ANDERSEN: So that would cover those. So
7 the way that would be -- the goal would be -- go
8 back one slide, which is the natural resources.
9 And underneath it would have elements or objectives
10 for each of the category. And underneath
11 objectives would be initiatives, which means that
12 the waste management would fall under that natural
13 resources. Am I hearing the board right? Is that
14 what you want?

15 MR. WUELLNER: That's what -- I'm not the
16 board, but that's what I'm suggesting.

17 MR. GORMAN: It keeps it simple.

18 MS. ANDERSEN: Okay. So -- stick that one --

19 CHAIRMAN BARRERA: Rhett?

20 MR. YATES: Can I suggest one thing as well?

21 I -- being an airport manager a few years ago
22 myself, "minimize" is used quite often throughout
23 this document.

24 One suggestion, just a personal preference

25 would be "encourage efficient use," because if we

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1 talk about minimizing emission or noise poll -- or
2 air pollution, I'm sure our FBOs over here don't
3 want to minimize air pollution, because they're
4 actually more gas they sell, the more money they
5 make.

6 So, we might be real careful with some of
7 these goals and objectives when we say to minimize
8 as if we're going to come out and take a tough
9 stance and this is what we're going to do.

10 "Encourage efficient use" might be a suggestion in
11 some of these.

12 CHAIRMAN BARRERA: Thank you, Rhett.

13 MR. ROY: Okay. So, this -- if we could
14 advance, please, to slide 17. So we would --
15 basically this category of materials use and waste
16 management would be split in half and subsumed into
17 those two categories of consumption and emissions.
18 Is that your sense? Let -- yes? It sounds like we
19 need to do some reorganization of this and bring it
20 back to you.

21 CHAIRMAN BARRERA: Yes.

22 MR. YOUMAN: That's what it sounds like.

23 MR. ROY: Yes?

24 MR. YOUMAN: I don't know the gentleman's

25 name, but I agree with him.

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1 CHAIRMAN BARRERA: Rhett.

2 MR. YOUMAN: I didn't want that to fly over.

3 He made a statement and it just sort of like went
4 in the air.

5 MR. ROY: Okay. Thank you. No, I did write
6 it down, "encourage efficient use," which is a good
7 point.

8 Let's move on to airport connectivity, which
9 is our transportation one, which I think from the
10 sense of the group was this might make sense to
11 keep as a standalone. Airport connectivity reads
12 presently "Strengthen the Airport's connectivity to
13 the region, and promote multimodal transportation
14 access, particularly with the potential
15 introduction of commercial airline service."

16 MR. WUELLNER: I -- I'm not sure you need the
17 last phrase or clause, but --

18 MR. ROY: No, I don't think you would need
19 because I think that's really captured by
20 multimodal transportation access.

21 MR. WUELLNER: I think it's inclusive, period.

22 MR. YOUMAN: Yeah.

23 CHAIRMAN BARRERA: Jack? Did you have a
24 comment on that?

25 MR. GORMAN: I wish we'd define multimodal

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1 just very quickly, air, motor, sea or ocean. In
2 other words, I wish there was a quick definition of
3 multimodal. I -- because when you take that and
4 you try to address that with the lay public,
5 multimodal means --

6 MR. ROY: Right.

7 MR. GORMAN: -- not much.

8 MR. ROY: Well, I think in the -- in the text
9 that will follow, we will define what we mean by
10 that because it really is pedestrian, bicycle,
11 rail, automobile. There's cargo impacts. Marine,
12 as well as air. So multimodal really includes
13 all -- all potential modes of transportation of
14 humans, goods. So we need to capture it all in
15 this concept.

16 MR. WUELLNER: Which used to be the definition
17 of transportation.

18 MR. GEORGE: Things change, Ed.

19 MR. GORMAN: You don't feel you need to -- Ed,
20 what do you think? You don't feel you need to
21 expand the word "multimodal" or you just feel it's
22 good enough --

23 MR. WUELLNER: I think you kind of develop it
24 as you go. If they're going to define it within

25 the context, then I'm not sure you need it in the

80

1 goal statement.

2 MR. GORMAN: All right.

3 MR. ROY: And I think the reason for including

4 it here is because this is an airport

5 sustainability plan. When you say transportation,

6 they're going to read airport. And I think what

7 we're saying here is that you're looking beyond

8 just aviation, but you're really looking at the

9 other modes beyond aviation. So I think in this

10 context, that's what's meant by multimodal.

11 MR. WUELLNER: Well, I mean, you could

12 rephrase it and if -- if the word "multimodal" is,

13 you know, bring -- isn't clear enough, you could

14 just expand it to be "promote all modes of

15 transportation access," you know, and not get

16 bogged down in the newer term of "multimodal" or

17 "intermodal." I mean, just "all modes." I think

18 that's really what we're talking about.

19 MR. ROY: What's your sense? You like "all

20 modes"?

21 MR. WUELLNER: If you feel it's cleaner. I'm

22 not -- to me, multimodal has its own --

23 MR. GORMAN: It's -- it's a buzzword. I'm not

24 sure how much it means to the public, that's all.

25 That's my only point.

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1 MR. ROY: And also at the end of the day, you
2 may not want to be promoting all modes of
3 transportation. In fact, there may be some that
4 you choose not to promote as extensively as others.
5 But if you say multimodal, then you're --

6 CHAIRMAN BARRERA: That was my thought on
7 that, is that we -- we aren't necessarily
8 interested in all modes.

9 MR. ROY: All right. Let me read it one more
10 time. "Strengthen the Airport's connectivity to
11 the region and promote multimodal transportation
12 access." Okay?

13 Next is noise, which we'll try to weave into
14 the emissions one that we're going to craft for
15 you. Yes?

16 MS. YOUNG: My background is in airport noise.

17 MR. WUELLNER: Making it?

18 MS. YOUNG: What I want to point out is a
19 lot -- if you're going to put it under emissions,
20 it doesn't make a lot of sense, because most of
21 your initiatives are going to involve land use
22 controls or zoning, building requirements, things
23 that they don't reduce emissions but they prevent
24 incompatible land use and prevent impacts from

25 noise. So, I wouldn't recommend putting it under

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1 emissions. But I don't --

2 MR. ROY: It's really mitigation measures that
3 is what you may end up with in your -- in your
4 initiatives category.

5 CHAIRMAN BARRERA: How do you feel? Because
6 one of the thoughts that came across on my mind was
7 the socioeconomic benefit/public relations, in that
8 area as far as the community equity.

9 MS. YOUNG: I could see it under socio.

10 MR. ROY: Yeah, you could certainly put --
11 yeah, you could certainly put noise there.

12 MS. YOUNG: I would definitely think --

13 MS. HUMBLET: That would be better, yeah.

14 CHAIRMAN BARRERA: Ed?

15 MR. WUELLNER: I like it -- I like it under
16 the mitigation, and my reason is we're dealing with
17 source-related items under the goal.

18 The eventual goal -- the eventual subcomponent
19 of that is the processes by which we mitigate the
20 impact or the -- the source. And I mean, you're
21 dead on it that the most likely mitigation measures
22 that come up with or policy statements that support
23 it ultimately come down to land use related
24 controls, barriers, things that are designed to the

25 appearance of noise beyond the perimeter.

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1 But it -- but it's still an emission. From a
2 fund -- from a goal standpoint, as I think of it,
3 it's still a -- it's still a goal item. It's going
4 to get beat to death as a subcategory. That's --
5 you know.

6 MR. ROY: Sense of the board? You want to
7 keep it in the emissions category?

8 CHAIRMAN BARRERA: Any feedback?

9 MR. YOUMAN: That's fine.

10 MR. WUELLNER: Where's all of our Ph.Ds here?

11 MR. ROY: Last item is --

12 MR. WUELLNER: Not you.

13 MR. ROY: Got halfway there. The last one we
14 have written here as socioeconomic impacts, public
15 relations, and the wording is "Continue to be a
16 positive catalyst for economic development in the
17 local and regional economy while maintaining 'good
18 neighbor' status."

19 Just as an initial suggestion, what you might
20 want to consider as a different word would be
21 "public engagement." It's a -- it's a more
22 proactive term both on the airport side and on the
23 public side. It implies this engagement between
24 the parties as opposed to a relationship. Just a

25 suggestion.

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1 CHAIRMAN BARRERA: Jack?

2 MR. GORMAN: I like the idea of the engagement
3 only because I think in -- in the sum total of
4 things, we've really got to maximize our efforts to
5 communicate to the public what is available to them
6 here --

7 MR. ROY: Yeah.

8 MR. GORMAN: -- period. And that en --
9 engagement's not a bad word. Maybe throw out the
10 "communicate" word in there, too, because I think
11 that that helps the public's perception of the
12 airport become more positive.

13 MR. ROY: Yeah.

14 MR. GEORGE: "Engagement" sounds adversarial
15 to me.

16 MR. GORMAN: What?

17 MR. WUELLNER: Only at the wedding.

18 MR. GEORGE: Huh?

19 MR. WUELLNER: Only at the wedding.

20 MR. GEORGE: Well, not during the engagement.

21 MR. WUELLNER: No, not during.

22 MR. GORMAN: What would you use?

23 MR. GEORGE: I don't like the word
24 "engagement." I think it sounds, you know, like

25 I'm -- I'm going to engage, you know, a

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1 conversation with you that's an adversarial --

2 MR. GORMAN: "Maximize communication with the
3 public." How would you word it? Or your own
4 suggestion. I kind of agree.

5 MR. ROY: "Public involvement" is another word
6 that's typically used. Perhaps that doesn't carry
7 the same connotations for you, sir.

8 MR. WUELLNER: I -- I'm struggling with why
9 it's a sustainability item. I mean, I like --
10 don't disagree with fundamentals of being engaged
11 within the public and whatever word you choose, but
12 I just don't get how it's a sustainability item.

13 MR. ROY: Well, we really see it as part of
14 the social equity aspect that we talked about
15 before. It's -- it speaks to the airport's role in
16 the community and the community's role with the
17 airport.

18 And so, unless you're communicating and you
19 use the term "engaging" or "involving with the
20 public" as you are today by having members of the
21 public attend your meetings and participate in your
22 process, that's really part of this connection with
23 the community.

24 CHAIRMAN BARRERA: I agree. I think it needs

25 to be a defined role. And I like "public

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1 involvement" as an alternative for "public

2 engagement." Carl?

3 MR. YOUMAN: And I agree with that, because

4 one of the things I still believe is that we need

5 some more PR and we haven't gotten to that point

6 yet where we're going around to the community,

7 particularly the northeast -- northwest section,

8 the other side of St. Johns County. They're all

9 over there and we're all over here, and I think we

10 should go over there and be promoting more.

11 MR. ROY: So let me --

12 MR. GEORGE: Well, I know the PR committee has

13 been working very diligently and all they ever hear

14 from this board is we're not doing enough. So we

15 need -- that's a separate subject.

16 MR. YOUMAN: That's another issue.

17 MR. GEORGE: This one right here, though, as

18 far I'm concerned, we need to drop the word "public

19 relations" from the title and make it

20 "socioeconomic benefits" and then leave -- you

21 know, you want to change the "good neighbor" to --

22 or put "public relations" down in there, that's

23 fine. But that's just a blaring strike that I

24 think is negative.

25 MR. GORMAN: I have to agree with you and kind

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1 of wonder --

2 MR. GEORGE: Let's just cut it right there.

3 MR. GORMAN: -- as far as sustainability, if

4 you're going to sustain this airport, I'm just kind

5 of -- I'm asking and kind of querying of

6 Mr. Wuellner about this one.

7 If you're going to sustain this airport,

8 you've got to have public support, to my -- in my

9 way of thinking. And the public support would then

10 create this necessity for communication of the

11 assets and the availabilities of those assets to

12 the public. I mean, that's just my own thoughts.

13 I -- and I agree with I -- whatever you can

14 use to have it as -- as positive a communication as

15 possible, you know. It just -- it doesn't seem

16 like the public knows what goes on here to any

17 great extent. Certainly having Part 121

18 transportation really helped. That helped a lot.

19 But other than that, it -- to sustain would be to

20 help by communicating. Does that make any sense to

21 anybody else?

22 CHAIRMAN BARRERA: I think I'd change the

23 title to reflect that a little bit better. Instead

24 of saying "Public Relations," I think I'd say

1 because you -- because by just keeping it as
2 socioeconomic benefits, I don't think that it
3 really brings in the public aspect.

4 But I understand what you're saying about the
5 public relations part. What would some of Leo and
6 your staff, what -- team, what are some of your
7 feedback on that, on how we can better engage that
8 public aspect?

9 MR. WUELLNER: How about "Public Outreach"?

10 MR. ROY: Yeah, it is a communication.

11 CHAIRMAN BARRERA: "Public Outreach."

12 MR. ROY: For instance, we've said at the
13 outset of this discussion that the airport is doing
14 a lot of great things, you know, which have not
15 been really communicated as extensively as you'd
16 like.

17 You've got that wonderful video of the eco
18 park, but there's really good things. And as part
19 of the work under this study, we are going to be
20 producing a short promotional piece that talks
21 about the great sustainable things that you're
22 already doing at the airport. So, it's more things
23 like that. Getting the word out.

24 Certainly your participation in this study and

25 the national recognition that you'll get and the

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1 recognition through the Florida Airport's Council
2 for your activities here I think will continue to
3 get the -- the attention that you deserve for the
4 good things you're doing. Let me see if I can --

5 MR. GEORGE: What about the -- just one
6 second. The last clause, "while maintaining the
7 'good neighbor' status, while improving public
8 relations."

9 CHAIRMAN BARRERA: How about "while
10 improving," instead of "public relations," one of
11 the ideas that was just floated was "community
12 outreach" or "community relations."

13 MR. ROY: Or "encouraging public involvement.
14 Maintaining 'good neighbor' status."

15 CHAIRMAN BARRERA: "Public" is cold.
16 "Community" is warm.

17 MR. ROY: Okay.

18 MR. GEORGE: Yeah.

19 MR. ROY: "Community involvement."

20 CHAIRMAN BARRERA: Or "community relations."

21 MR. WUELLNER: I don't like the word
22 "involve."

23 CHAIRMAN BARRERA: What about "community
24 relations"?

25 MR. ROY: Yeah. Let me read it. We've got

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1 several things here. So the current document we
2 have says "Public and Socioeconomic Benefits.
3 Continue to be a positive catalyst for economic
4 development in the local and regional economy while
5 maintaining 'good neighbor' status and encouraging
6 community relations."

7 MR. WUELLNER: Why couldn't we just change the
8 title to "Community Outreach"? Doesn't it cover --
9 I mean --

10 CHAIRMAN BARRERA: Go ahead. Come up.

11 MR. ROY: Yeah. I mean, that's a lot of
12 what -- that's a lot of the initiatives that you
13 will have. It's -- it's basically building on the
14 relations you already have with Jacksonville
15 University, for instance.

16 That's a good example of community involvement
17 and community engagement that you're already
18 encouraging. So that's an example of the kinds of
19 things that I think we're trying to capture in
20 this -- in this goal.

21 CHAIRMAN BARRERA: Go ahead.

22 MR. RHUDEN: My name is Nicholas Rhuden
23 (phonetic). I'm a student at Jacksonville
24 University. And I -- just looking over it and

25 listening to what everyone says, if you're really

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1 stirring to target the public and such, the public
2 reads at a sixth grade level like on average for
3 across the board.

4 So you need to write, you know, what do I want
5 to know about energy? What do I know about air and
6 water quality? Resource conservation? Economic
7 development? So they can look at it and go, oh
8 okay, well, it's noisy that planes take off. Where
9 do I go? I look at noise. You know, I want to
10 talk about public relations, whatever you want to
11 call it, like how do I talk to people? I go into
12 that category.

13 So it doesn't really matter necessarily what
14 you say about it because of the overall goal of
15 sustainability. And then the same, well, the goal
16 is also obtain development, but the goal is also
17 incorporate sustainability initiatives. So you
18 have a goal with another goal with another goal.

19 So if you just take the top sustainability,
20 you write them down as you have there, and then
21 they can go to subsequent pages and look up
22 definitions. That sort of thing, it would be more
23 approachable to the average person than saying
24 catalyst, socioeconomic benefits.

1 I'm in college. You know, on a good day catalyst,
2 most people would I think, you know, I've got a
3 Persian, it's a nice little cat, I like to pet it,
4 but I don't know what catalyst means. So if you're
5 looking to get to the people, small words, short
6 explanations.

7 If it's an industry thing, a piece of paper
8 that's not going to leave this table, then you can
9 go for the socioeconomic breakdown of different,
10 you know, so on and so forth catalyst for economic
11 development, whatever. But I would just say from
12 looking at it from my outside perspective, the
13 small headings with further development underneath
14 would be more practical to me, but...

15 MR. WUELLNER: Thanks.

16 CHAIRMAN BARRERA: Thank you.

17 MR. ROY: Okay. Let me try this. Was there
18 some concern with the good neighbor concept? Is
19 that --

20 CHAIRMAN BARRERA: Just makes you think of
21 the -- of the insurance company.

22 MR. ROY: Right, right.

23 MR. WUELLNER: And it's subject to a lot of
24 interpretation what that means. I mean, we've got

25 people that think good neighbor is shutting us

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1 down.

2 MR. ROY: Yeah.

3 CHAIRMAN BARRERA: Leo, we're going to get a
4 little more feedback from you --

5 MR. ROY: Okay.

6 MS. PORTER: Speaking on this last goal here,
7 the relationship between the airport and the
8 community, there is hopefully a positive
9 relationship that the airport has on the community.

10 There's job creation, employment generation,
11 income generation, among other things. There's a
12 positive impact that this airport has
13 transportation-wise, income-wise, employment-wise
14 on this community. But there's also a very
15 positive impact that the community has on the
16 airport.

17 And I don't know which board member spoke to
18 it, but in the long run, you really -- in order to
19 be sustainable in the long run, really do have to
20 have -- you really do have to have that
21 community -- without question that community
22 participation.

23 So this goal for me wants to capture that
24 relationship, that positive relationship that the

25 community has on the airport and to highlight the

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1 positive impact the airport has on the community.

2 And so there's that -- that -- that feedback with

3 that positive, that symbiosis, using big words,

4 between both the airport and the community.

5 CHAIRMAN BARRERA: I think that's what Leo

6 started the sustainability conversation off with,

7 with the role, and airport's role in the community

8 and the community's role in the airport.

9 MR. WUELLNER: Community relationships.

10 MR. ROY: Okay. Let me try this.

11 CHAIRMAN BARRERA: Jack?

12 MR. ROY: The new heading would be -- I'm

13 sorry.

14 CHAIRMAN BARRERA: Jack had wanted to speak.

15 MR. ROY: Jack? Go ahead.

16 MR. GORMAN: It's the same. I'm trying to

17 write it down myself. "Continue to communicate" or

18 "maximize communication," however you want to put

19 it. "Communicate to the public as to Airport's

20 value and asset to the community," period. I mean,

21 however you want to put that. In other words, it's

22 the -- the point of being communicate.

23 MR. WUELLNER: I -- I think that's half of it.

24 I agree -- I think that's the outbound. But as has

25 been pointed out, we're not -- we need a -- we need

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1 something that encourages or at least facilitates
2 feedback. So I think to me it's a bidirectional
3 kind of a goal. You know, we're trying to get more
4 public I'll call it interest. Obviously there's an
5 outreach component to that. There's also a -- a
6 public meeting -- a --

7 MR. ROY: Let me try to -- let me try and use
8 words and see how they -- how they feel to you. If
9 we call the category, the goal, "Community
10 Involvement," and the goal would be, "Continue to
11 be a positive force for economic development in the
12 local and regional economy through expanding
13 community relations." Let me read that again.
14 "Community Involvement. Continue to be a force for
15 economic development in the local and regional
16 economy through expanding community relations."

17 It's building on what you're doing now in
18 terms of the community outreach and community
19 involvement, but it's tying it back to the
20 socioeconomic. It's getting that economic piece in
21 there, because it really is about economic
22 development, jobs. To the extent that you have a
23 vibrant local economy that the airport's
24 contributing to, it's supporting to people's

25 quality of life, ability to be here, prosper, to

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1 have jobs.

2 CHAIRMAN BARRERA: Any further feedback? Vic?

3 MR. MARTINELLI: We have a veil. The veil is

4 the press, the media. And somehow or another,

5 probably through one of your initiatives under this

6 goal if you will, should -- that should be

7 recognized.

8 We do not, as far as I see in the public, have

9 that good a relationship with the media, and the

10 media is really what's impeding our ability to get

11 out to the community and for the community to get

12 back to us.

13 MR. ROY: Excellent point. They always report

14 the bad news. Very hard to get them to report the

15 good news.

16 MR. WUELLNER: For -- for me, these two things

17 are separate ideas. I mean, one -- one speaks to

18 external communications with the public. The

19 other's -- you know, speaks to the not

20 communication aspects of it, but the actual

21 contributions economically and the like. You know,

22 quality of life kinds of issues. You know, one's

23 just telling you what you're doing. So I'm not --

24 I'm not sure how they're intertwined quite the way

25 we are.

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1 CHAIRMAN BARRERA: Bryan?

2 MR. WUELLNER: I -- I'd rather see two goals
3 developed.

4 CHAIRMAN BARRERA: Bryan?

5 MR. COOPER: Going on what Ed said, I had to
6 get up here and talk before I bit my tongue
7 completely off.

8 But when we go back and look at the definition
9 of airport sustainability, and when we say it's a
10 holistic approach to managing an airport to ensure
11 economic viability, operational efficiency,
12 national resource conservation, and finally at the
13 end, and social responsibility, why can't we just
14 use social responsibility instead of the good
15 neighbor status? Does that not cover both the
16 economic impact to the community, the
17 communications, the public relations? Isn't that
18 all part of that social responsibility which in
19 the -- which is in the definition?

20 CHAIRMAN BARRERA: I'm comfortable with that.

21 MR. YOUMAN: So am I. Buzz?

22 MR. GEORGE: Yeah.

23 CHAIRMAN BARRERA: Jack, do you like that?
24 "social responsibility" instead of "good neighbor"?

25 MR. GORMAN: I'm not sure it's at a sixth

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1 grade level, but it does sum it all up.

2 MR. YOUMAN: It's getting there.

3 MR. WUELLNER: You just take "good neighbor"

4 out and substitute that? Is that your --

5 CHAIRMAN BARRERA: It goes to the eighth grade

6 level, which is what most editors edit their news

7 pieces to.

8 MR. WUELLNER: "While maintaining,

9 encouraging"?

10 MR. ROY: So we're dropping the community

11 relations concept, Bryan? Is that your -- because

12 that's where the board had been going to try to get

13 that community relations. Because --

14 MR. COOPER: My personal feeling is that

15 "community relations" probably ought to be in the

16 title of the goal. But when you get just below

17 that and you start reading your sentence, add the

18 "social responsibility" instead of "good neighbor"

19 policy --

20 MR. ROY: Okay.

21 MR. COOPER: -- and continue to be a good

22 neighbor.

23 MR. WUELLNER: I think it's -- picks up --

24 MR. COOPER: But the "community relations"

25 instead of "public relations."

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1 CHAIRMAN BARRERA: Or maybe it's "community
2 benefits and relations."

3 MR. WUELLNER: "Relationships."

4 CHAIRMAN BARRERA: "And relationships."

5 MR. COOPER: Right. It just needs to have the
6 wording in there that is more than just community
7 outreach or more than us going out and telling our
8 story. It's much more than that. And that's why I
9 think term "social responsibility," which is in the
10 definition we've accepted covers both of those.

11 MR. ROY: Let me try this on for you.
12 "Community Involvement" is the new goal heading.
13 And then it reads "Continue to be a positive force
14 for economic development in the local and regional
15 economy by being socially responsible."

16 MR. GEORGE: Two separate things.

17 MR. YOUMAN: Something happened.

18 MR. GEORGE: "And" not "by."

19 MR. COOPER: I'm not the best one to
20 wordsmith.

21 MR. WUELLNER: "Promoting -- regional economy
22 while promoting social responsibility."

23 MR. ROY: "While promoting social
24 responsibility."

25 MR. WUELLNER: And I would call it "Community

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1 Relationships," not --

2 MR. ROY: So "Community Relations."

3 MR. WUELLNER: "Relationships."

4 MR. ROY: "Relationships."

5 MR. YOUMAN: And this would address that

6 gentleman's issue with making it more

7 understandable. Correct?

8 MR. ROY: Hang on. Let's catch up with you

9 here.

10 MR. WUELLNER: These guys will get another

11 shot at working this over once we've put in the

12 words.

13 MR. ROY: Yeah, we're going to have to rework

14 this.

15 CHAIRMAN BARRERA: We have three minutes left.

16 MR. ROY: Thank you. So -- yeah.

17 MS. HUMBLET: Two possible ones if you want to

18 read it.

19 MR. ROY: Okay. This is trying to address the

20 regulatory environment question that came up for

21 Mr. Gorman. "Continue to operate and develop

22 beyond compliance while constructively challenging

23 current regulatory frameworks at the local, state,

24 and federal level."

25 Let me -- let me help you parse that again.

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1 Beyond compliance is an idea, a concept that says
2 you have to comply. That's the law. So to be
3 really socially responsible, to be out there, you
4 want to go beyond compliance, do more than just
5 what's required by the bare minimum of law in order
6 to be good environmental stewards. So you're doing
7 that while you're constructively challenging the
8 status quo.

9 Let me read it again. "Regulatory
10 Environment. Continue to operate and develop
11 beyond compliance while constructively challenging
12 current regulatory frameworks at the local, state,
13 and federal level."

14 MR. GORMAN: I think that will probably --
15 that's well put, as far as I'm concerned, because
16 in the future you're going to have to probably
17 challenge some regulatory issues.

18 We've got security issues that are -- are
19 burgeoning beyond any ability to be able to comply
20 with them. And I think that's going to happen, and
21 you're going to have to test those -- especially
22 with security. You're going to have to test them
23 in the future.

24 MR. YOUMAN: And that was brought up about the

25 fire department regulations with the fire building,

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1 I believe, in the last meeting.

2 MR. GORMAN: Many different issues. Just --
3 not just environmental. There's going to be lots
4 of issues. And so, the testing of them, I like
5 that wording. I don't know. It's -- it's a tiny
6 bit radical, but it does say it all.

7 CHAIRMAN BARRERA: Go ahead, Buzz.

8 MR. GEORGE: I think trying to get this into
9 this document is a nice little gesture for Jack.
10 We've already talked about being creative. We've
11 already talked about being innovative. And
12 creativity is, if you don't like the procedures,
13 try to get around them and get them changed.

14 Why bring it up as a, okay, we're going to do
15 all of this sustainability and by the way, we have
16 a goal to be a rebel. We're going to challenge
17 this and challenge that --

18 MR. GORMAN: Because you're going to need to.
19 Because -- and you need to make it as a goal, as a
20 reachable goal.

21 MR. GEORGE: For sustainability --

22 MR. GORMAN: Yes.

23 MR. GEORGE: -- of this airport --

24 MR. GORMAN: Yes.

25 MR. GEORGE: -- we have to make its a goal?

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1 MR. GORMAN: I -- yes. Actually I feel quite
2 strongly about it because you're going to get to
3 the point -- for instance, like with Part 121
4 operations, you're going to get to the point where
5 you're going to have difficulty operating unless
6 you do challenge some of those regulatory issues.

7 And so, you need a legislative focus group, I
8 believe, to be able to -- to be able to do the
9 proper compromises and be able to discuss them. So
10 I think it actually needs to be a separate focus
11 group. I really do. You know, not just
12 environmental. There's many different issues.

13 CHAIRMAN BARRERA: I think that before I let
14 Bryan speak, I think that it may be something that
15 ends up, when we look at redefining the different
16 goals and the different categories, I think that
17 this would be -- would come under the social
18 responsibility, because that's exactly what you're
19 addressing there, Jack. Bryan -- that's my two
20 cents for this moment.

21 MR. COOPER: Okay. You scared me, Kelly. I
22 thought you called Cindy over to tell me to turn
23 the mic off when you said I --

24 CHAIRMAN BARRERA: Stop the meeting.

1 we tackle that on just a slightly different
2 approach. Instead of saying -- like Mr. George is
3 saying, that we're a -- we're going to be a rebel
4 on it.

5 We have avenues existing today and we partake
6 of that in a small way. We belong to Florida
7 Airports Council that has subcommittees, that has
8 legislative committees. It has environmental
9 committees. It's very involved in legislation on
10 the state level. We belong to Airports Council
11 International that also has those committees. We
12 belong to AAAE that has those special committees
13 that do it on a national level.

14 And so could we approach it by suggesting that
15 we maintain involvement in those specialty
16 committees and in those organizations? They are
17 very effective. They are lobbying groups, and we
18 pay a lot of money to belong to them. So take
19 advantage of it. And that can address those
20 legislative issues.

21 I know I've gone to Tallahassee and sat in the
22 office of Eric Livingston and talked to him about
23 stormwater management on airports. And the
24 environmental committee of FAC has -- has spent a

25 lot of time on that. He's consequently writing a

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1 whole separate regulation for how we handle
2 stormwater on airports. So we have avenues. Let's
3 just suggest that we use them.

4 MR. GORMAN: Well, as long as you keep that as
5 a separate -- as a separate focus, but take away
6 the controversial nature, which is Mr. George's
7 problem with it, which is fine with me. I'm not --
8 we don't want to portray this airport as a rebel
9 against -- against regulation. But you've got to
10 stay involved with the regulatory process,
11 otherwise it will bite you.

12 MR. GEORGE: Yeah.

13 MR. GORMAN: So, I mean, reword that a little
14 bit.

15 MR. GEORGE: Stay involved to help streamline
16 the process.

17 CHAIRMAN BARRERA: So, Leo, can you come up
18 with a way to put the "stay involved and streamline
19 the process" and is there a way to put it under the
20 social responsibility aspect --

21 MR. ROY: Yeah.

22 CHAIRMAN BARRERA: -- so that it's a separate
23 goal underneath that heading?

24 MR. ROY: I think we can make it a very strong

25 initiative under the social -- let's try crafting

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1 it and take another look at it and see what you
2 think. I know I need to wrap up, and I'll be
3 extremely brief. If I could have the last slide,
4 please, on next steps.

5 What I'd like to say just by closing is this
6 my first time appearing before you as a board and I
7 have one word and that word is "Wow." This was
8 terrific. You guys are clearly engaged in the
9 issue of sustainability and you care about it, and
10 you want to make it happen at this airport that
11 you've already begun doing. So we're thrilled to
12 be participating in you -- with you to help take it
13 to the next level.

14 You've really challenged us. You -- you've
15 given us some good input and that's what we were
16 seeking this afternoon, was to get your feedback on
17 these goals. And what our next step will be is to
18 take what we've heard today, try to weave it into a
19 new goal statement and get it -- get it back to
20 you.

21 Other aspects of the next step, just to let
22 you know where we are in our process, is we're
23 seeking to complete the baseline assessment of --
24 of where you are now. And then once we get your

25 buy-in on these top level goals, will be to develop

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1 objectives under each one of them to meet those.

2 And then under those will be economically viable

3 strategies for moving this forward.

4 So that's our plan going forward. This has

5 been a wonderful experience. Thank you for your

6 time and your input, and from members of the public

7 as well, and we'll be back to you with another

8 draft in due course. Thank you.

9 CHAIRMAN BARRERA: Thank you, Leo. And again,

10 thank you to the FAA for funding this and for the

11 team that's put together this sustainability

12 project to bring to us. We're very excited to be a

13 part of this. With that, the meeting -- or the

14 environmental sustainability workshop is closed.

15 We'll take a five-minute recess before we'll open

16 up for the budget workshop.

17 (Workshop adjourned at 3:04 p.m.)

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1 REPORTER'S CERTIFICATE

2

3 STATE OF FLORIDA)

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5

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

7 that I was authorized to and did stenographically report

8 the foregoing proceedings and that the transcript is a

9 true record of my stenographic notes.

10

11 Dated this 20th day of July, 2010.

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

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