

ST. JOHNS AIRPORT AUTHORITY

Regular Meeting

held in The Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Monday, December 9, 2024

from 4:00 p.m. to 6:12 p.m.

\* \* \* \* \*

BOARD MEMBERS PRESENT:

REBA LUDLOW, Chairman  
ROBERT OLSON  
DENNIS CLARKE, Treasurer  
JENNIFER LIOTTA

BOARD MEMBERS ABSENT:

MICHELLE CASH-CHAPMAN

\* \* \* \* \*

ALSO PRESENT:

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

CHAD S. ROBERTS, ESQUIRE, The Roberts Firm, PLLC,  
1633 Challen Avenue, Jacksonville, Florida, 32205,  
Aviation Counsel for Airport Authority.

COURTNEY PITTMAN, Interim Executive Director.

\* \* \* \* \*

JANET M. BEASON, RPR, RMR, CRR  
St. Augustine Court Reporters  
1260 North Ponce de Leon Boulevard, Suite E  
St. Augustine, FL 32084  
(904) 825-0570

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## 1 PROCEEDINGS

2 CHAIRMAN LUDLOW: I would like to call the  
3 meeting to order on December 9th, 2024. We're  
4 minus one board member, Michelle Chapman. She may  
5 come in late, or no -- she may come in. If she  
6 does, that's great. So, if not, we will continue.  
7 We have our two attorneys.

8 MR. CLARKE: Pledge of Allegiance.

9 CHAIRMAN LUDLOW: What?

10 MR. CLARKE: Pledge.

11 CHAIRMAN LUDLOW: I'm going to do that. I  
12 wasn't through.

13 MR. CLARKE: Oh.

14 CHAIRMAN LUDLOW: I was -- I was going to  
15 recognize people.

16 MR. CLARKE: Oh, okay.

17 CHAIRMAN LUDLOW: Okay. Would you stand for  
18 the Pledge, please?

19 MR. CLARKE: I'm sorry.

20 (Pledge of Allegiance.)

21 CHAIRMAN LUDLOW: Thank you. So, I don't  
22 think we need to do a roll call since they just --  
23 Jennifer Liotta's here, Bob Olson's here, Reba  
24 Ludlow's here, and Dennis Clarke is here. That was  
25 our roll call.



1           CHAIRMAN LUDLOW: I always forget that. First  
2 and second. We have to vote. Everyone in favor,  
3 say aye.

4           MR. OLSON: Aye.

5           MR. CLARKE: Aye.

6           MS. LIOTTA: Aye.

7           CHAIRMAN LUDLOW: Aye. Any opposed?

8                                 (None.)

9           CHAIRMAN LUDLOW: They're passed. I always  
10 forget voting. I jump right ahead, don't I?

11           Okay. Our business partner update. And,  
12 Ms. Ann Taylor, do you -- they should have given  
13 you a paper so you would --

14           MR. PITTMAN: Agenda.

15           MR. OLSON: Madam Chair, you --

16           MS. LIOTTA: I'm sorry. The next item was  
17 agenda approval.

18           CHAIRMAN LUDLOW: Oh. Okay. Did I pass that?

19           MS. LIOTTA: Yes.

20           CHAIRMAN LUDLOW: Oh, yes, I was on it and  
21 then we voted instead.

22                                 AGENDA APPROVAL

23           CHAIRMAN LUDLOW: So, do -- now -- next we  
24 have agenda approval, and hopefully we have a small  
25 agenda today. So do I hear any comments or

1 discussion about the agenda approval?

2 MS. LIOTTA: I have one point I'd like  
3 clarification on.

4 We had last -- at the last meeting, I raised a  
5 concern that the airport was not in compliance with  
6 the Florida Statute and that required seven days'  
7 advance notice of materials, et cetera, and raised  
8 a concern that I didn't believe that we complied  
9 with that statute.

10 I followed up with that -- with Mr. Pittman in  
11 an e-mail this week regarding this meeting, as it  
12 looked like we were also not in compliance with  
13 that statute for this meeting.

14 You know, 100 percent acknowledge I'm not an  
15 expert on this, nor do I represent the airport as  
16 an attorney -- excuse me, as an attorney, but I do  
17 have some concerns. Mr. Pittman responded back to  
18 that e-mail. I do still have -- that  
19 Florida Statute did apply. So --

20 CHAIRMAN LUDLOW: Okay.

21 MS. LIOTTA: -- I would like -- but I do  
22 believe that all direct -- the commissioners  
23 sitting on this board need adequate time to have  
24 materials in advance and prepare for meetings, and  
25 so I'd like to check in with our general counsel on

1 if that Florida Statute doesn't apply, what should  
2 we be looking to?

3 I do note that our own meeting policy says we  
4 need to have materials five days in advance, and it  
5 looks like the -- we failed to meet that  
6 requirement for this meeting, so I'd like to get  
7 some guidance on --

8 CHAIRMAN LUDLOW: Jennifer, all you had to say  
9 is you would like some guidance on --

10 MS. LIOTTA: Well, I would like --

11 CHAIRMAN LUDLOW: -- your question.

12 MS. LIOTTA: -- to give everybody some context  
13 as to where my questions are coming from.

14 CHAIRMAN LUDLOW: We -- we are well aware,  
15 that's for sure. So do we have any comment from  
16 the attorney Jennifer said?

17 MR. BLOCKER: Yes, ma'am. Through the Chair,  
18 so Mrs. Liotta did call me this morning. We did  
19 talk about it.

20 So the statute specifically addresses  
21 administrative agencies, so that's a little bit  
22 different. But when you look at the spirit of  
23 Florida Statute, there is an expectation that board  
24 materials be provided in advance so that board  
25 members can have adequate time to review them in

1 preparation for voting.

2 So I did look at our policies. I did speak  
3 with Mr. Pittman. I think that we can work on  
4 revising our policies to make sure that we have  
5 five business days or a little bit longer, whatever  
6 the board's preference is, to make sure that  
7 everyone feels they have adequate time to receive  
8 the materials, to review them, and make sure  
9 that -- that there's great preparation.

10 Mr. Pittman and I spoke about, you know,  
11 coming up with kind of a better plan. Now, this is  
12 an issue that's been raised before, and obviously  
13 it's important that y'all be able to make an  
14 informed decision when you're voting on these  
15 matters. So we want to make sure -- you know,  
16 sometimes exigent circumstances come up where  
17 there's a last-minute issue. We can handle those a  
18 little bit differently. But we can absolutely look  
19 at those policies, make sure we revise them in a  
20 way and make it, you know, five or six business  
21 days. That way, it gives the board adequate time.

22 So, even though, Mrs. Liotta, the statute  
23 specifically that I think you had looked at  
24 references administrative agencies, the spirit of  
25 Florida Statute is -- is, you know, there's advance



1 notice, and once we have the agenda set, you know,  
2 the supporting materials can be provided.

3 So, Madam Chair, I don't know if Mr. Pittman  
4 wanted to weigh in on that kind of based on our  
5 conversation.

6 MR. PITTMAN: Absolutely. Absolutely.

7 And one of the things we had discussed this  
8 morning was having a firm deadline for submissions  
9 for the agenda. Because sometimes what happens is  
10 you have a policy or an update or a procedure or  
11 some information that -- for the board that comes  
12 out a day or two prior to the board meeting and  
13 it's like, hey, hold off the agenda for this  
14 information.

15 So, going forward, we're not going to do that.  
16 What we're going to do is we're going to stick to  
17 the five days and then if something comes up, that  
18 will be something we won't -- we won't hold up the  
19 agenda for it, we'll go ahead and submit the  
20 agenda, and then if there's something pressing,  
21 we'll add that to the agenda and put that out in a  
22 timely -- as soon as we can.

23 MR. BLOCKER: If I may just add one. We're  
24 really looking at if the board agrees -- and this  
25 is y'all's -- y'all's policy, so it's up to y'all.

1 But we're really looking at five business days.  
2 That way, it allows it for a full complement, so  
3 y'all have all the information well in advance and  
4 an opportunity to review and feel prepared.

5 CHAIRMAN LUDLOW: I think that's a wonderful  
6 idea; however, we were not in violation because we  
7 were going by what our policy says at this time.  
8 So we were not in violation of our policy.

9 So any time we can review and update our  
10 policies to be better, then we're all very open to  
11 that. Yeah, so we have several policies to review  
12 and we will do the best we can. Thank you.

13 All right. Any other comments or  
14 conversation? Okay.

15 MS. LIOTTA: Maybe I was mistaken. I remember  
16 getting the agenda on December 5th. This is now  
17 December 9th, so that would be four days and our  
18 policy says five days.

19 CHAIRMAN LUDLOW: Thank you.

20 And another thing. We're not going to have  
21 one board member monopolize the conversation today.  
22 We're going to go to what the county does and each  
23 board gets a certain amount of time, and if one  
24 board member wants more time, then she has to get  
25 it from another board member.

1           That's what the county does. It's tried and  
2 true. We're not adopting it at this time, but we  
3 also want to keep our meetings going and on a  
4 regular schedule.

5                           BUSINESS PARTNER UPDATES

6           CHAIRMAN LUDLOW: Okay. So, business partner  
7 updates. I'm sorry, Ann. Would you like to stand  
8 up to the podium and introduce yourself?

9           COMMISSIONER TAYLOR: Yes, absolutely.

10           Thank you. So again, Ann Taylor. It's so  
11 nice to be here and to -- to meet you. I look very  
12 much very forward to -- to getting to know  
13 everybody and learning as much as I can and that --  
14 and just know that you have a very strong partner  
15 and I'm so excited about -- I attended a meeting  
16 just recently and -- about some new things going on  
17 here at the airport and I could not be more  
18 excited. So I'm so pleased and thank you,  
19 everyone, for the -- for the nice welcome.

20           CHAIRMAN LUDLOW: And thank you for being  
21 here. And we certainly enjoyed Henry Dean --

22           COMMISSIONER TAYLOR: Yes.

23           CHAIRMAN LUDLOW: -- and we're looking forward  
24 to your reports, you know, from the county to keep  
25 us up to date on, you know, major happenings.

1 COMMISSIONER TAYLOR: Absolutely.

2 CHAIRMAN LUDLOW: Good.

3 COMMISSIONER TAYLOR: Absolutely, yes.

4 CHAIRMAN LUDLOW: And we will keep you up to  
5 date on major happenings.

6 COMMISSIONER TAYLOR: Please do that.  
7 Absolutely. It's been, what, a couple of weeks, so  
8 yeah. I just attended my commissioner book camp  
9 has week, so...

10 CHAIRMAN LUDLOW: Boot camp. You went to  
11 boot camp.

12 COMMISSIONER TAYLOR: Exactly. But anyway,  
13 nice to meet everybody.

14 CHAIRMAN LUDLOW: And I would like to suggest,  
15 anybody in the audience that would like to invite  
16 Ann to their hangar or see their airplane, she's  
17 very open and would like to gain all the knowledge  
18 that she can, so...

19 COMMISSIONER TAYLOR: Yes.

20 CHAIRMAN LUDLOW: Do we all have your number?  
21 It's on the web, right --

22 COMMISSIONER TAYLOR: Yes --

23 CHAIRMAN LUDLOW: -- as commissioner.

24 COMMISSIONER TAYLOR: -- absolutely.

25 CHAIRMAN LUDLOW: So be sure to drop her a

1 note.

2 COMMISSIONER TAYLOR: Yes.

3 CHAIRMAN LUDLOW: Yeah. And she'll be happy  
4 to run out.

5 COMMISSIONER TAYLOR: Great. Thank you.

6 CHAIRMAN LUDLOW: Okay. Thank you, Ann.

7 COMMISSIONER TAYLOR: Thank you.

8 CHAIRMAN LUDLOW: Mr. Vinny Meyers -- Beyers.

9 MR. BEYERS: I'm good.

10 CHAIRMAN LUDLOW: Oh, no comment, that's what  
11 he means.

12 MR. BEYERS: No comment.

13 CHAIRMAN LUDLOW: Jose, no Jose.

14 MR. CLARKE: He's not here.

15 CHAIRMAN LUDLOW: Hope everything's okay. And  
16 Nate McKendrick? He says he looks at the agenda  
17 first and if it doesn't have anything that concerns  
18 him or Northrop Grumman, then he doesn't come if he  
19 doesn't have to. So now we have Reid Deputy, our  
20 AOPA representative.

21 MR. DEPUTY: Once again, nothing to say.

22 Thanks.

23 CHAIRMAN LUDLOW: Oh, goodness gracious. Hey,  
24 you guys took me seriously. This is good. This is  
25 good.

1           RESOLUTION 2024-13, EAST SIDE DEVELOPMENT PLAN

2           CHAIRMAN LUDLOW: Our first agenda item is the  
3 east side -- I have an extra agenda up here, if  
4 anybody would like it -- is the east side  
5 development plan. And we have a resolution, a  
6 resolution for that. And would you like to read  
7 the resolution into the record?

8           MR. BLOCKER: Yes, ma'am.

9           MR. ROBERTS: Oh, it would be the -- I mean,  
10 as long as that's the one with the red lines.

11          MR. BLOCKER: Is this the red lines?

12          CHAIRMAN LUDLOW: He was a schoolteacher in a  
13 past life.

14          MR. ROBERTS: Well, I'm sorry. I don't  
15 know -- I could be miss -- I could be steering you  
16 in the wrong direction.

17          MR. BLOCKER: Should be the whereas.

18          MR. ROBERTS: Okay. Okay. If the whereas  
19 will do it, yeah.

20          MR. BLOCKER: Yes, ma'am, that's perfect. So  
21 we'll just read the whereas, if that's okay.

22          CHAIRMAN LUDLOW: Okay.

23          MR. OLSON: Should we discuss the resolution  
24 before we get to the whereases?

25          CHAIRMAN LUDLOW: Oh.

1 MR. ROBERTS: We've got a presentation.

2 MR. OLSON: You've got --

3 MS. LIOTTA: Well, I do have some concerns. I  
4 was handed this when I walked in the door. It's a  
5 red line to the prior version that we discussed at  
6 a prior meeting, but it doesn't -- so I've had no  
7 time to review this or understand it or ask any  
8 follow-up questions with staff.

9 And I don't believe any member of the public  
10 is even on any kind of notice as to what these  
11 changes are, so if any member of the community may  
12 have wanted to make public comment on this, they  
13 would have had no opportunity to understand what  
14 changes were being dis -- were going to be  
15 discussed today.

16 CHAIRMAN LUDLOW: Thank you. Any other --

17 MS. LIOTTA: So I'd --

18 CHAIRMAN LUDLOW: -- comment?

19 MS. LIOTTA: -- like to make a motion that we  
20 table this particular item until the next meeting  
21 when we can have public notice, and anyone who's  
22 interested and board members can take a look at it  
23 and any members of the public who may want to come  
24 and give their comment would be -- have an  
25 opportunity to do so.

1           CHAIRMAN LUDLOW: As I remember, we don't  
2 usually pass this out to the public.

3           MS. LIOTTA: It -- it's supporting material.  
4 I don't understand why we wouldn't.

5           CHAIRMAN LUDLOW: Well, they don't get the  
6 agenda, either. Anyway, nevermind.

7           MS. LIOTTA: It's material.

8           MR. OLSON: Madam Chairman?

9           CHAIRMAN LUDLOW: Yes.

10          MR. OLSON: I agree with Ms. Liotta that it  
11 is -- it seems premature to act on this today, in  
12 part for what she said. But, you know, there's  
13 some questions.

14          Actually, I would like to have a little bit of  
15 discussion about -- about this resolution, but I  
16 guess that'll be all if -- if it's postponed, we  
17 won't be discussing it in any form today; is that  
18 correct?

19          CHAIRMAN LUDLOW: Didn't we have this at the  
20 last meeting?

21          MR. OLSON: We had a version of it, but we --

22          MS. LIOTTA: Well, my concern is it's now  
23 changed. The public -- I've just seen it --

24          CHAIRMAN LUDLOW: But when --

25          MR. BLOCKER: Madam Chairman?



1 MS. LIOTTA: -- five minutes ago. And the  
2 public, as far as I know, hasn't seen it at all.

3 MR. ROBERTS: So -- so the original version's  
4 been on the street six weeks --

5 CHAIRMAN LUDLOW: Six weeks, thank you.

6 MR. ROBERTS: -- at least. As of last --

7 CHAIRMAN LUDLOW: Yes. And I only see one red  
8 word.

9 MR. ROBERTS: As of the last meeting, it was  
10 in the package. We can move forward on the version  
11 that it looks like back then. You could ignore the  
12 red lines and just move forward on the version.

13 But very respectfully, very respectfully, we  
14 can't keep kicking this particular can down the  
15 road. There is a window that's closing for this.  
16 There is a sense of urgency for this. I'm prepared  
17 to communicate the basis of that and explain why.  
18 There is a sense of urgency about it. But we had  
19 it on the last agenda. We didn't get to it.

20 I -- I respectfully ask the board to take it  
21 up today, discuss it, vote on it up or down,  
22 whatever, but we -- we need to move this along and  
23 out. And -- and it is time sensitive for the  
24 reasons I'm prepared to discuss.

25 CHAIRMAN LUDLOW: So I only see one red word

1 on here. So the blue ones are the additions?

2 MR. ROBERTS: It's language that if you were  
3 to have a debate about it, you could say, I like  
4 this, except I think it needs more clarification.  
5 And we've already had folks say, I think you -- you  
6 could stand some more clarification if you added  
7 this, made the intent more clear, it --

8 CHAIRMAN LUDLOW: But didn't really change the  
9 body of it.

10 MR. ROBERTS: There's no intent to change the  
11 substance or the merit of it. The intent is only  
12 to make it more clear. You can reject those  
13 changes. That's part of the discussion you can  
14 have. But respectfully, emphatically, I ask the  
15 board to take this up and not delay it another  
16 board meeting, please.

17 MS. LIOTTA: Okay. Well, I think we have a  
18 motion, and I believe Bob seconded it, so we can  
19 vote up or down.

20 CHAIRMAN LUDLOW: No, we didn't have that yet.

21 MS. LIOTTA: Well, I made a motion --

22 CHAIRMAN LUDLOW: We're having discussion. I  
23 didn't hear that. We were on -- weren't we doing  
24 discussion?

25 MS. LIOTTA: I -- okay. Let me not talk for

1 Bob. I made the motion. I heard Bob say "I  
2 agree." I took that to mean he seconded my motion,  
3 but I'll let Bob --

4 MR. OLSON: I agreed with Ms. Liotta that it  
5 is premature to act on this today. This is my last  
6 board meeting and I have definite thoughts about  
7 this and it's my last opportunity to discuss it, so  
8 I don't know.

9 And part of my questions that I have are  
10 really based on information that came forward when  
11 we discussed it at the last meeting. So if  
12 there's -- I mean, the options are -- let's see.  
13 The options are defer it with no discussion, which  
14 I really -- you know. And the other option is to,  
15 I don't know, work really hard to try to approve it  
16 today.

17 But I don't like to have -- I feel  
18 uncomfortable when we have -- you know, there are  
19 some -- let me just say this version is quite  
20 different in that it spells out a different role  
21 for the Authority that this Authority has not  
22 discussed, and it's a -- it's quite a fundamental  
23 role. The presumptive -- the Authority being the  
24 presumptive developer of Area 1 --

25 MR. ROBERTS: It is.

1           MR. OLSON:  -- Area A.  And that in itself  
2 deserves a lot of attention, from a policy  
3 standpoint.

4           MR. ROBERTS:  And that's the request to get  
5 started on that attention today.  We've got to get  
6 started on this, respectfully.

7           MR. CLARKE:  I have a question for Mr. Olson.  
8 May I, Ms. -- Madam Chair?

9           CHAIRMAN LUDLOW:  Yes.

10          MR. CLARKE:  If the Airport Authority's not  
11 the presumptive develop, then who is?

12          MR. OLSON:  The Authority -- if the -- I'm  
13 assuming presumptive developer means building,  
14 owning, and leasing hangar space in Area 3 --  
15 Area A.

16          MR. CLARKE:  Then who would be if the  
17 Airport Authority is not?

18          MR. OLSON:  Well, the way the policy is  
19 written and has -- was brought out initially, that  
20 the hangars would be built and owned by the owners  
21 of the aircraft that each hangar houses.  That's  
22 the way I read the -- our initial -- the policy we  
23 looked at at the last meeting.

24          MS. LIOTTA:  Yeah, and I think some of the  
25 prior discussions from the last meeting

1 Mr. Pittman mentioned --

2 CHAIRMAN LUDLOW: It does have the --

3 MS. LIOTTA: -- land leases. So land leases  
4 versus airport building.

5 MR. CLARKE: Well, I mean, I think -- it's on  
6 the agenda. I mean, I think if nothing else, let's  
7 read the whole thing so that we become aware of  
8 what the policy is as proposed and the public  
9 becomes aware of it. And, you know, let's learn  
10 from it. Let's not talk about it before we hear  
11 it.

12 MS. LIOTTA: Well, I think that does a  
13 disservice to the public. They don't have the red  
14 lines. They don't see the changes. They haven't  
15 had a chance to think about this or prepare any  
16 remarks at all.

17 And I do understand from Mr. Pittman in the  
18 prior meetings, there's actively interested parties  
19 right now making discussions about potential land  
20 leases. I think they would have found this to be  
21 pretty material and may have wanted to come here  
22 and say something if they had known these changes  
23 were coming and this was going to be on the agenda.

24 MR. CLARKE: Well, let's read it so we know  
25 what's in it.

1           CHAIRMAN LUDLOW: Thank you.

2           MR. ROBERTS: Madam Chair?

3           MR. CLARKE: Then we know.

4           MR. ROBERTS: Yeah. I -- that can go to the  
5 decision as to whether you vote on it today.

6           Our interest is getting it published today and  
7 to start the debate today and to open up the  
8 public. And, respectfully, if you give Mr. Pittman  
9 an opportunity to look forward, all of these  
10 questions that you've been talking about, he's  
11 going to address.

12           I've got some comments that I think are going  
13 to address these. And if -- and it's -- the  
14 request is that you allow the presentation to go  
15 forward and then make your consensus as to whether  
16 you want to vote on it today or not.

17           But we need to publish this, debate it, get it  
18 moving in the process because of the very reason,  
19 Ms. Liotta, you just raised. There's a window we  
20 have. That window's closing and the airport's at  
21 risk.

22           I'm just telling you the airport's at risk.  
23 And every day that we go home, the gavel falls on  
24 one of these board meetings and we don't have this  
25 policy, that risk increases. That risk increases.

1 MS. LIOTTA: The risk of doing land leases?

2 MR. ROBERTS: The risk of not having a policy  
3 and putting the airport at risk, yes --

4 CHAIRMAN LUDLOW: Yes, that's --

5 MR. ROBERTS: -- emphatically it does increase  
6 our risk.

7 CHAIRMAN LUDLOW: As we've learned in the  
8 past, we definitely need a policy so that we're  
9 not --

10 MS. LIOTTA: I guess I'm still confused --

11 CHAIRMAN LUDLOW: -- taken advantage of.

12 MS. LIOTTA: -- of what -- what risk?

13 MR. ROBERTS: Maybe we could just have the  
14 presentation. I think all of these things are  
15 going to get addressed.

16 CHAIRMAN LUDLOW: Okay. So would you --  
17 Courtney -- Jennifer?

18 MS. LIOTTA: No, I -- I was just saying the --  
19 I said go ahead. I wasn't trying to interrupt.

20 CHAIRMAN LUDLOW: Thank you. Courtney, would  
21 you like to read it, please?

22 MR. PITTMAN: If I may do a presentation real  
23 quick.

24 MR. LIOTTA: Don't you have to vote on the  
25 motion?

1 MS. LIOTTA: Did you second my motion?

2 MR. OLSON: Well, I --

3 MR. CLARKE: Are you going to read it into the  
4 record?

5 MS. LIOTTA: If you second, we have to vote.

6 MR. OLSON: I --

7 CHAIRMAN LUDLOW: Well, they're talking  
8 between them, so it needs to --

9 (Crosstalk.)

10 (Court reporter interruption.)

11 MR. ROBERTS: Madam Chairman, there's -- the  
12 court reporter just needs some --

13 MS. LIOTTA: Okay. I -- just for the record,  
14 I asked Mr. Olson if he meant to second. He  
15 clarified to me that he did not, so we can proceed.

16 MR. ROBERTS: Okay.

17 CHAIRMAN LUDLOW: Thank you. So -- so,  
18 Jeremiah, we're reading this into the record now  
19 and the -- the audience hears this, so they can  
20 comment when he's finished.

21 MR. BLOCKER: Correct, Madam. So, after --  
22 Madam Chair, after Mr. Pittman does his  
23 presentation, we would -- we would have a public  
24 reading and the board can decide how to proceed.

25 CHAIRMAN LUDLOW: Okay.



1           MR. PITTMAN: Thank you, Madam Chair. I want  
2 to address the east side development plan and the  
3 important decisions ahead as we continue to shape  
4 the future of our airport.

5           This development represents a critical step in  
6 aligning the future of our airport with the Airport  
7 Layout Plan, which serves as our blueprint for  
8 growth and operational excellence.

9           Now is the time to make thought and strategic  
10 choices about how we reach these milestones  
11 outlined said plan. It is not just about moving  
12 forward; it's about doing this in such a way that  
13 makes sense for our community, our tenants, and our  
14 long-term goals, to provide -- to provide proper  
15 context and assure we are making informed  
16 decisions.

17           Our aviation attorney will speak to the  
18 history and provide a comprehensive staff analysis  
19 that examines where we stand today, what  
20 opportunities lie ahead, and challenges we need to  
21 address to reach our goals. Mr. Roberts?

22           MR. ROBERTS: Thank you.

23           CHAIRMAN LUDLOW: Thank you.

24           MR. ROBERTS: Thank you. Madam Chair, if I  
25 may.

1           So, my purpose for these comments is -- is to  
2 do the functional equivalent of a staff analysis so  
3 that this resolution travels with some context, it  
4 travels with some history of where we've come,  
5 where we are with it today, and why it's important.

6           Without being dramatic, this is the most  
7 important thing I've ever brought and been  
8 associated with with this board. It is the most  
9 important thing.

10           So the issue is to -- why do we need a plan?  
11 And then, why might it best be served by having  
12 this as the plan? So why do we need some kind of  
13 plan and why is this the plan that staff has  
14 collectively tapped into all the -- the -- the  
15 stakeholders and channel partners to prepare this  
16 as the best solution?

17           We need a plan because we're in a unique  
18 window where before all the clamoring begins for  
19 the east side resources, we have a -- a chance to  
20 articulate what our policy goals is -- are and what  
21 our choices are.

22           We have an Airport Layout Plan, and that just  
23 tells us what the destination is of how -- where  
24 we're going. It does not provide guidance on how  
25 we get there. It does not provide guidance on how

1 we execute there.

2 We can get there in a way that leaves us cash  
3 poor as landlords of dirt or we can get there in a  
4 way that leaves us more secure financially, more  
5 sustainable financially, and in a way that -- that  
6 keeps us without having crippled our successors for  
7 the next 30 years.

8 The best analogous I would have is those of  
9 you that are familiar with our minimum operating  
10 standards and why we have those minimum operating  
11 standards -- and I say that by analogy.

12 When a commercial provider shows up and says,  
13 I want to come into the economic sandbox that's the  
14 airport, we say, You have to meet these minimum  
15 operating standards, there's no debate that we're  
16 making those up because of who's asking us.  
17 There's no debate that we're making those up to try  
18 to protect someone that's already here. We can  
19 say, We made these policies before we ever heard of  
20 you, before you ever showed up, before the  
21 clamoring began.

22 The FAA allows us to do that if we are  
23 articulate the policy. The reason we're in a good  
24 window right now is that we own the mitigation  
25 credits to develop Area A and we're in charge of

1 our own destiny that way. So, one, we need a plan  
2 to make -- to not make us vulnerable for the  
3 clamoring -- and people are already clearing their  
4 throats about wanting to be developers or to have  
5 something going in in Area A.

6 Why this plan? Why this plan? To set a good  
7 example, I'm just going to call your attention to  
8 the -- to the two facilities that are at the very  
9 left of this screen up here: Infinity -- I think  
10 it used to be Infinitive Racing Team; I think it's  
11 now just Infinity -- and Ring Power.

12 We built those facilities, we own those  
13 facilities, they're paid for, and God bless them,  
14 they just mail us checks every month. You don't  
15 even hear about them. No drama, no excitement.  
16 They're the best kind of tenants you could ever  
17 want.

18 We don't get revenue based on the dirt value;  
19 we get revenue based on the 10,000-square-foot  
20 hangar that's out there. I don't have to tell you  
21 how much more lucrative and sustainable and  
22 healthier that is for the Airport Authority.

23 That's the model that's been our most  
24 successful model. That's the model that staff  
25 suggests we should rep -- replicate to the best of

1           our ability for Parcel A. And -- and we're going  
2           to focus primarily on Parcel A because it's really  
3           the one that's most relevant. Parcels B and C are  
4           a -- are kind of academic today because there are  
5           not mitigation credits for them.

6                     Area A is close. The market is very  
7           efficient. The market's watched Mr. Pittman hit  
8           all of his marks. He's hit the Gun Club purchase.  
9           It's done; it's in the rearview mirror. He's hit  
10          the freshwater mitigation credit purchase. It's  
11          done; it's in the mirror.

12                    If we get pre-engineering plans done and an  
13          early package on the street, we could literally  
14          have groundbreaking. And I don't mean ceremonial  
15          groundbreaking, I mean breaking ground in -- in six  
16          months from today, okay? So it's here, it's  
17          timely, and it's necessary.

18                    What -- what does this plan call for? It says  
19          to the world we're going to take first shot at  
20          capturing the economic value from having facilities  
21          out there. We're going to be the presumptive  
22          landlord of facilities and not just dirt. That's  
23          the essence of it.

24                    And so, how does this work? The first thing  
25          is that our engineers are going to take this

1 diagram, which Area A says right now is -- those  
2 are just kind of -- that's a CAD, drop some  
3 Monopoly box images on -- on Google Earth.

4 But we think, with sharpening the pencil a  
5 bit, we can put -- we can lay out a footprint for  
6 Area A that could describe the maximum number of  
7 10,000-square-foot hangars that are available.  
8 And -- and that's kind of -- I'm not saying a  
9 10,000-square-foot hangar is a fungible unit, but  
10 that's kind of a basic corporate hangar unit. And  
11 that's where that 15 percent number comes from that  
12 Mr. Clarke asked about last time.

13 So the first step would be lay out a plan for  
14 Area A and then as the -- as -- it's not if you  
15 build it, they will come. They're here already.  
16 As each proposed tenant or user of that facility  
17 arises, we can put -- we can presell those -- those  
18 facilities, pre-lease them, and each little  
19 10,000-square-foot hangar stands as its own little  
20 business plan, and it rises and falls on its own  
21 business plan, and the executive director would  
22 have to come to the board with a little business  
23 plan for each one. And -- and right now, that  
24 environment is very rich.

25 So the concern is, if we leave here continuing

1 to be kind of rudderless without an announced plan  
2 for how we're going to execute this, we -- we put  
3 ourselves at financial risk for having this area  
4 developed in a way that's not in our best  
5 interests.

6 Our best interest is to be a facilities  
7 manager. That's what we do best. That is our --  
8 that is what we do. We are landlords,  
9 fundamentally if you look at our revenue extreme.  
10 We are fundamentally landlords of facilities. And  
11 so, that's -- that's the policy choice.

12 Why do we need to make a choice and not just  
13 rely on the Airport Layout Plan? It's time to make  
14 choices. It's time to make a decision about how  
15 we're going to get there.

16 We can't -- it doesn't really move the ball to  
17 say we're going to have a policy plan that's going  
18 to have us wind up the way the Airport Layout Plan  
19 looks because the Airport Layout Plan already does  
20 that.

21 It's time to make choices and tell the world  
22 that we want to develop this, we want to capture  
23 the economic value of it, because we need to. And  
24 the FAA tells us, don't be bashful about looking  
25 after ourselves. It's not an aspiration; it's a

1 mandate.

2 The FAA does not want failed airports. We --  
3 we have a mandate to maintain our financial health.  
4 And every day that goes by that we don't have an  
5 announced policy for this, we continue to be at  
6 risk for having numerous parties walk up and say  
7 what they want to do with -- with a parcel, and we  
8 say, Well, we don't have a plan, I guess you can do  
9 whatever you want. Well, we do have a plan. We  
10 want to have a plan. We don't -- we've been there  
11 before. This board has been there before.

12 So, that's -- that's how the policy would  
13 work. B and C are kind of academic because there  
14 are no mitigation credits for it. A develops the  
15 road relocation, the -- to be precise about it, the  
16 road itself will not be the primary consumer of the  
17 mitigation credits because it tends to be on  
18 highland places. Where we're going to need  
19 mitigation credits are to start building hangars  
20 that come off of Taxiway Alpha.

21 So that's -- that's it really. That's the  
22 need for it. And -- and I think everybody's  
23 input's were -- and I know Mr. -- shameless  
24 pandering Mr. Olson. We -- we asked him to  
25 critique this. I don't know what his thoughts are



1           about it, but we asked him to critique this, and --  
2           and he did, and he asked us every cringy question.  
3           We hoped he would, and he did, and he's made  
4           this -- at least in our mind this policy better.

5                     I don't speak for him, obviously, as to  
6           whether he believes it meritorious or not, but he  
7           has certainly imbued this with the concerns that  
8           he's raised time and time and time again: How are  
9           you going to pay for things? How are you going to  
10          pay for things you haven't thought of? How are you  
11          going to make sure this doesn't look like there's a  
12          secret deal going on that some deal's already in  
13          place? How are you going to address all of those  
14          things?

15                    So those are all baked into this as best as we  
16          can, and I think it would be a good day to have a  
17          healthy debate about it.

18                    CHAIRMAN LUDLOW: Thank you. And I would like  
19          to say, just looking over here and especially the  
20          whereas, establish appropriate expectations for  
21          potential tenants and users of facilities that may  
22          result from execution of the ALP applicable to the  
23          east area.

24                    And what I see this does is protect the  
25          airport so that we don't get a potential tenant to

1 tie up property because we don't have any rules for  
2 them to go by. So a potential tenant would  
3 understand this resolution, and they would know  
4 what is expected of them and not tie up our  
5 property for so long. So any other discussion,  
6 Dennis?

7 MR. CLARKE: Yeah. I -- I applaud the staff  
8 and staff's efforts to prepare this resolution. I  
9 personally, when I -- when I got involved as a  
10 member of the board, I had two primary concerns.  
11 One was the level of transparency that either was  
12 or was not evident, you know, prior to my arrival  
13 on the board. And the other was a -- a backlog of  
14 demand for service for -- for this airport.

15 As I've said in past meetings if you've  
16 attended, I view the Airport Authority as sort of a  
17 quasi utility. Our -- our obligation is to serve  
18 the people who need access to the national  
19 airspace. And we should be doing so on a cost  
20 recovery basis. We shouldn't be looking at  
21 investments in facilities on a profit-making basis.

22 If -- if we were doing our job right, we  
23 wouldn't have 300 people on a waiting list, we  
24 would have five empty hangars that would be ready  
25 and available for the next person that called up

1 and said, you know, I'd like to -- I'd like to  
2 berth my 172, do you have a hangar for me and we  
3 would say yes, we do. You know, you can show up  
4 and sign the papers and the lease and -- and, you  
5 know, have at it.

6 So I think that Chairman Ludlow has it right.  
7 We -- we -- we set the rules. We have a limited  
8 resource. If you want to play by the rules,  
9 you'll -- you know, you will -- we will accommodate  
10 you. That's our obligation, to accommodate you.

11 There are -- you know, the level of  
12 transparency is this is what we need to -- to  
13 achieve that, I believe. And, you know, I think if  
14 we have to read the whole thing, you know, let's  
15 read through the whole thing so the public  
16 understands it.

17 But I agree with Mr. Roberts and Mr. Pittman,  
18 there is a sense of urgency. We cannot be just  
19 pushing this off over and over and over again.  
20 That's what we -- this-- this Authority has done in  
21 the past. And there -- there's a -- a huge demand  
22 for -- for our services for, you know,  
23 aviation-related services.

24 CHAIRMAN LUDLOW: Yes, we definitely don't  
25 want.

1           MR. CLARKE: So that's -- that's my thoughts.  
2 Thank you.

3           CHAIRMAN LUDLOW: Okay. Mr. Olson?

4           MR. OLSON: Oh, I don't know where to start  
5 other than I did have a long conversation with our  
6 aviation attorney and our interim executive  
7 director.

8           The initial policy that came out and that we  
9 looked at what, what, two weeks ago, at the last  
10 meeting, did not have this role for the Authority  
11 in this way. So, it's a significant change from  
12 the prior policy.

13           I understand the concept of the Authority  
14 being the lead and -- in creating what we need  
15 hangar space and leasing it out and sort of rolling  
16 in the cash. I think it's -- it's a big change,  
17 big different role for our airport.

18           I think that it would be better to consider  
19 this if we had a -- had made a decision about a  
20 permanent executive director. I'm not sure we have  
21 the staff capacity right now. And what happens if  
22 we name a permanent executive director and they  
23 have different ideas about this? Because we'll be  
24 looking at that individual for leadership.

25           But I'll just say you can't assume that the

1 public sector, which is what we are, can build and  
2 deliver as efficiently and as cheaply -- not as  
3 cheap, we're not building cheap stuff -- as  
4 economically as the private sector.

5 And we only need to look at our T-hangar  
6 experience. We planned a T-hangar complex of 39  
7 T-hangars this year as a top priority. We took  
8 bids. We only received two bids to build that  
9 project. The bids came in and they were almost a  
10 hundred percent over the budget and we now have,  
11 what, 13 -- how many hangars -- under construction,  
12 or maybe that aren't even under construction yet.  
13 We had a groundbreaking in October and I haven't  
14 seen any construction activity other than the  
15 groundbreaking.

16 So I think it takes -- it would take -- you  
17 know, it wouldn't be an efficient, necessarily  
18 efficient delivery. I urge, and I've been doing  
19 this for my time on this board, I really urge that  
20 when we have something that needs to happen, that  
21 we look at best practices from other airports.

22 And in thinking about this, I'm thinking about  
23 an airport like Stuart. Stuart Airport, general  
24 aviation airport, has the most beautiful complex of  
25 hangars that house corporate and privately-owned

1 jets. They have a bunch of them. They're state of  
2 the art. They're privately developed. And the  
3 private sector manages them and it's working very  
4 well.

5 I think airports that want to generate a ton  
6 of cash, the examples are airports that have taken  
7 over the fuel thing. That is where the cash comes,  
8 is the fuel. And Naples Airport is a great example  
9 of that.

10 But I -- you know, if -- again, I just want to  
11 make sure that everyone understands the idea of the  
12 Authority stepping in and being the presumptive  
13 developer of Area A is a big change from what was  
14 looked at at last meeting.

15 I'm not sure that the urgency is there. I  
16 mean, this Authority still controls land. We  
17 can -- we can -- we have capacity to guide  
18 development even if it's being done by the private  
19 sector. And so, that's -- that's my initial  
20 thoughts.

21 By the way, the policy continues to define  
22 corporate hangars -- corporate aviation hangars as  
23 hangars that are exclusively owned or developed or  
24 occupied by the owners of the -- of the jets. And  
25 I don't believe that our Area A in the ALP is that

1 restrictive. I don't see that as part of the ALP.

2 I think it is overly restrictive because the  
3 model -- and you even need to look at -- go back  
4 and look at Stuart Airport. They have beautiful  
5 hangars that are housing multiple aircraft from  
6 multiple entities.

7 So, that's my thought. I just believe it's --  
8 it could -- it could be something, but I think we  
9 need to take a long look at going down that path.

10 CHAIRMAN LUDLOW: Thank you. And so,  
11 Ms. Liotta?

12 MS. LIOTTA: Thank you.

13 Similar to Mr. Olson, definitely have -- I  
14 also view these as material changes from the last  
15 draft that was prevent -- presented. Still  
16 continue to have a lot of reservations that the  
17 public wasn't given these red lines and I think is  
18 at a serious disadvantage to be able to give us any  
19 feedback at this meeting.

20 So, further on some of these comments, you  
21 know, I believe what we have here is a -- a choice  
22 between putting out a -- something like this that  
23 says that we're going to be in charge of building  
24 buildings versus doing a ground lease.

25 I think both of them are viable options, so I

1 disagree with some of the characterizations that,  
2 you know, we're at risk or something that if we  
3 don't develop, that somehow that's bad for us.

4 You know, to Mr. Clarke's comments, if we're  
5 looking at pre -- providing services on a cost  
6 recovery and sensitive to making things available  
7 on a timeline, doing a land lease actually is  
8 equiv- -- you know, cost recovery, that's easy, a  
9 land lease, and it would be probably faster to get  
10 something built with someone doing a -- a land  
11 lease versus us trying to do development.

12 And to Mr. Olson's comments on the T-hangars,  
13 you know, the airport spent a lot of time on the  
14 T-hangars, had multiple presentations, a lot of  
15 questions asked, and my understanding is after  
16 everything was approved, the checks were written,  
17 the Airport -- Airport Authority then found out  
18 that even when these things are built, they won't  
19 be to code because we don't have the utilities. So  
20 for all of our careful planning, we still didn't do  
21 it in a way that these things are going to be able  
22 to be move-in ready for tenants when they're built.

23 So, you know, working with private developers  
24 may be the most efficient way to get it done and  
25 avoid some missteps. I mean, those buildings will



1           revert to the airport at the end of those land  
2           leases, so it's not like it's a -- you know, we're  
3           not ever going to see the benefit of those.

4           I also have similar concerns about Area A be  
5           reserved for corporate use. My understanding is  
6           there is at least one commercial entity who's  
7           addressed -- who's contacted Mr. Pittman about  
8           doing a land lease for a commercial use of at least  
9           a portion of that -- of Area A, which of course a  
10          commercial means that they will be offering  
11          services to the public, which is a better use, in  
12          my view, than a corporate tenant who is housing  
13          their own airplane for their own uses. So I also  
14          think that the policy's too restrictive. And  
15          that -- that is the same as it was on the prior  
16          version.

17          I also have -- the 15 percent seems a little  
18          odd when I don't know how you can get a big jet,  
19          corporate jet, into 15 percent of the  
20          10,000-square-foot hangar. I'm not sure the math  
21          works on that.

22          But that would be a question that I think we  
23          would need some information on from engine -- from  
24          our engineering firm because this 15 percent's  
25          something that we'd ever even be able to administer

1 or is that something that, to get any tenant, we  
2 would have to get a -- there'd have to be a waiver  
3 of the policy.

4 I definitely don't want to see us in a  
5 situation where we're being opened up for  
6 allegations that this policy is written in such a  
7 way that you can't get fair treatment, it's  
8 unclear.

9 The -- you know, it does say that there's the  
10 airport -- the executive director can abrogate the  
11 policy for good cause shown, but there's -- there's  
12 no guidance in here as to what is or isn't good  
13 cause, and I think that does open up some potential  
14 issues for third parties claiming that, you know,  
15 the in -- the way this is administered could be  
16 arbitrary or capricious if there's no guidelines if  
17 this is good -- this is good cause, this is not  
18 good cause.

19 Based on Mr. Pittman's comments at our last  
20 meeting, he was talking to people to get land  
21 leases, you know, one of them in Area A again being  
22 commercial, not corporate, as stated in the policy.  
23 So is that a good cause, that if someone says, Hey,  
24 this is ready to be developed I want to work with  
25 you, that that's sufficient for good cause?

1           If so, that should be the rule for everyone.  
2           And if not, does that mean that if we approve this  
3           plan, the consequence is going to be that those --  
4           those current parties are told that their  
5           discussions are terminated, and now we have  
6           potentially opened up a separate set of liabilities  
7           and risks for those parties being unhappy that we  
8           were discussing with them. And then we --  
9           allegations that this got passed is a way to, you  
10          know, harm their -- their expectations.

11          So I do have some -- because, you know, to  
12          Mr. Roberts' earlier comments that we had this  
13          policy before you showed up sort of discussion, we  
14          already have parties that are here, so how are they  
15          going to be impacted by this? Another reason why I  
16          was concerned that this wasn't presented to the  
17          public ahead of time and we won't -- and so those  
18          parties may not be aware at all of these changes.  
19          So I know that's a long rundown. Apologies --

20                 CHAIRMAN LUDLOW: Time.

21                 MS. LIOTTA: -- for that, but so, no, I don't  
22                 think it's ready to be voted on today.

23                 CHAIRMAN LUDLOW: Thank you. Time. Courtney.

24                 MR. PITTMAN: For the second time, I'm going  
25                 to walk over to the podium because I want to

1 address some of the things that were mentioned.

2 Okay. The 15 percent of the --

3 CHAIRMAN LUDLOW: Can you hear him?

4 MR. PITTMAN: Can y'all hear me? It will be  
5 15 percent of the -- the area, so it won't be  
6 15 percent of a hangar.

7 Then also, the parties, I've already briefed  
8 them. So a lot of those people are -- want us --  
9 are willing to allow us to build the hangar,  
10 all right? So we've got people who, if they could  
11 save money on their end and don't have to construct  
12 the hangar themselves and go through that whole  
13 process and we can deliver a hangar, they'll be  
14 happy for that.

15 So -- and then most of the people that's  
16 coming right now are tire-kickers. They haven't  
17 contributed something in the form of saying, hey, I  
18 officially want to put a -- put a piece of property  
19 on that land. Also, the -- the people that I've  
20 talked to on the commercial side, I had -- they've  
21 flip-flopped from either wanting A or B, and so  
22 there's no true delineation between which side they  
23 want.

24 And so, what we need to do is -- the reason  
25 why we brought this to you-all today is to provide

1 a sense of direction. For anything you're doing in  
2 life, in professionally, you need to have an  
3 organized structure, a plan, some way to say, hey,  
4 this is how we get said things done.

5 Right now, what we have is we're open. So  
6 whoever comes first, do we just serve them because  
7 they showed up? Or do we say, Hey, you fit these  
8 requirements or you are what we're looking for? If  
9 we don't have that, then we're subject to -- if you  
10 think of the game Tetris. We -- we don't fit.

11 If you look at -- if you go back to that  
12 picture that we had earlier, if you look at  
13 Infinity and Ring Power and Hangar 5, they could  
14 have been better placed together if we had a plan.

15 If you go back in those years before those  
16 buildings were built, there's a lot of wasted  
17 property in that area that could have been used  
18 more effectively if there was a plan in place, if  
19 we had engineers to put pencil to pad and say, hey,  
20 this is how this is going to work out.

21 So this is the reason why we're adamant about  
22 having a plan, because right now we're just being  
23 reactive. And I'm going to tell you this. In my  
24 years in the military, you never want to be  
25 reactive; you want to proactive with a plan so when

1           somebody knocks on your door, you say, This is what  
2           we're looking for, check the boxes. If you check  
3           each box, we have a spot for you. And that's why  
4           we're adamant about presenting this plan today.  
5           Thank you.

6           MR. CLARKE: Madam Chair, may I ask --

7           CHAIRMAN LUDLOW: Yes.

8           MR. CLARKE: -- Mr. Pittman a question?

9           It's -- I mean, I've read through, you know,  
10          some of the provisions in here and it seems to me  
11          that our -- let me ask you one question. Are our  
12          constituents looking for access to the airspace or  
13          are they looking to build assets?

14          MR. PITTMAN: They're looking for access to  
15          airspace.

16          MR. CLARKE: Thank you.

17          Now, the next question is, do they -- do they  
18          care -- does this give you enough flexibility  
19          where -- where the Authority could act as the  
20          developer or outsource the details of that by  
21          bringing in qualified developers?

22          MR. PITTMAN: Absolutely. We would be in  
23          charge of the whole process.

24          MR. CLARKE: So we own the land ultimately and  
25          how we accomplish building assets, aviation-related

1 assets, is --

2 MR. PITTMAN: Absolutely.

3 MR. CLARKE: -- it gives us maximum  
4 flexibility.

5 MR. PITTMAN: Because if you -- I'm sorry.  
6 It's just in me to stand up.

7 If you look at other airports that do ground  
8 leases, if you just look at their finances across  
9 the board, those airports are not -- they will not  
10 be Naples.

11 Naples is the airport, just like Mr. Olson  
12 said, I visited and I referenced. Naples to me is  
13 the goldmine, it's the thing that we should strive  
14 to be where you have total control of all of your  
15 assets. That's what Naples represents.

16 So why would we at this time like this  
17 relinquish that asset to someone else so they could  
18 build the hangars? So that entity now, they build  
19 the hangars and now they rent the hangars out and  
20 then they make the money and we watch them get rich  
21 while we make pennies on the dollar on a ground  
22 lease. That's why we're talking about corporate  
23 for the Hangar A [sic].

24 CHAIRMAN LUDLOW: Here here. Good. Thank  
25 you. Any more board discussion? Attorney

1 discussion?

2 MR. OLSON: I would just like to add the  
3 reference to Naples, if you look at the Naples  
4 operating budget, they are overwhelmingly -- the  
5 overwhelming revenue is from fuel. Fuel, that's  
6 where it's from. I just want to make -- they're  
7 not -- Naples isn't where it is because it built  
8 hangars. And I don't know how many hangars Naples  
9 actually owns.

10 MR. CLARKE: 400.

11 MR. OLSON: They have a --

12 CHAIRMAN LUDLOW: 400.

13 MR. OLSON: Well, we have -- we own, what,  
14 right now 3 -- 300 T-hangars and a couple of  
15 corporate ones?

16 But I just want to say that that is not  
17 necessarily -- oh, the other point, and I feel --  
18 is the commercial tenant that we're talking about,  
19 the commercial entity that is interested in coming  
20 and providing services, they are interested in  
21 actually proceeding -- this board -- I mean,  
22 there's a huge amount of due diligence on that that  
23 needs to be done -- but giving them the alternative  
24 of Area B is not a good thing for us to do because  
25 Area B is not going to be developable until



1 Hawkeye View Lane is relocated.

2 The best -- absolute best case after  
3 everything happened just magically without any  
4 delays and efficiently, it wouldn't be available  
5 until '28. I think a realistic thing is '29 or  
6 '30, based on past experience in doing these public  
7 works projects. So I just add that.

8 I do see -- I shouldn't mention it, but I  
9 will. I do see a bit of a risk that was cited by  
10 Ms. Liotta, because this entity -- and if you  
11 recall at the last meeting, I was urging that  
12 anyone that wants a chunk of land at our airport,  
13 before they're sitting down with discussions about  
14 where and how much and all that, they should  
15 make -- they should come forward and make a public  
16 presentation if they want to be at the airport.

17 And the commercial operation that wanted to  
18 provide services was scheduled to be at this  
19 meeting but got bumped at the last minute. And so,  
20 now that we're rolling out a -- a new twist to our  
21 policy and having bumped them from this meeting to  
22 make a presentation, I think probably does expose  
23 us in a bad way. So, again, I just think that this  
24 is not ready to be acted on today, Madam Chair.

25 CHAIRMAN LUDLOW: Thank you for your comments.

1           And we are going to limit our comments to ten  
2           minutes for the board.

3           Do we have any public comment? Because if we  
4           don't have time, we will not get to everything on  
5           the agenda. You two should be sitting side by  
6           side.

7           MR. LIOTTA: Matt Liotta, 4640 Palm Valley  
8           Road.

9           First, I want to say that I'm a capitalist  
10          like most Americans and I do not want my government  
11          to be socialist and try and take over what free  
12          enterprise can do. The market is the right way.  
13          We don't want government trying to get rich instead  
14          of business. That is absolutely not what we want.

15          I do think that development policy is very  
16          important and we need it. And I think and I hope  
17          that everybody listened well to what Mr. Roberts  
18          said. You can see that he has a passion for this.  
19          He sees it as important. It is important and you  
20          should believe him.

21          But I also think this is a terrible process.  
22          Why wasn't this workshopped where everybody could  
23          freely talk about it before you show up with a  
24          resolution to read into the record? Why is it not  
25          truly staff that's driving this? Why is it an

1 attorney driving this? That doesn't seem correct  
2 to me.

3 When I look at other good government in  
4 Florida, what I see is elected officials  
5 interacting with their constituents and working for  
6 their best interests. I don't see lawyers behind  
7 the scenes puppeting things for their own purposes,  
8 which may be what the constituents want, but how do  
9 we know? We elected you at the end of the day.

10 So I hope that the policy doesn't go down  
11 because of the process and the lack of  
12 transparency, but I do think, you know, we need to  
13 be clear that there are businesses who have been  
14 here, who have been trying to grow the airport, and  
15 we keep stopping progress.

16 We need progress but it's got to be the right  
17 progress. This county is full of bad decisions  
18 with development and we shouldn't do more bad  
19 decisions with development here. Thanks.

20 CHAIRMAN LUDLOW: Thank you. I'd like to ask  
21 something in the meantime. Courtney, can -- we  
22 need a timekeeper for board members, ten minutes  
23 for the public three, please.

24 MR. PITTMAN: Roger.

25 CHAIRMAN LUDLOW: Next? Reid. Thank you.

1           MR. DEPUTY: Reid Deputy, 1089 Santa Cruz  
2 Street in St. Augustine.

3           I had a question. As we were looking at the  
4 map for Area A, B and C, currently the road that is  
5 depicted on there running effectively north/south  
6 that is going to be when the new road is replaced,  
7 the land that is to the east of there and west of  
8 the retention pond, what is the plan for that  
9 afterwards, after we have a road? Because I just  
10 see a big green space that could potentially be  
11 for -- built out for some purpose in the future.  
12 Parking lots, maybe. Could be buildings. That's  
13 all I had.

14           CHAIRMAN LUDLOW: Thank you for your comment.  
15 Any other public comment? Welcome --

16           MR. CLARKE: He can -- maybe he can ask --  
17 answer the question.

18           CHAIRMAN LUDLOW: Courtney, and anybody -- oh,  
19 Len.

20           MR. TUCKER: Len Tucker, Avista Circle,  
21 St. Augustine.

22           There seems to be some confusion. I don't  
23 have the red line in front of me, so I don't know  
24 exactly where that confusion is, but the word  
25 presumptive nominee -- or presumptive developer to

1 me does not mean that we necessarily have to build  
2 the project.

3 There's a -- all kinds of -- there are all  
4 kinds of examples here in this county where the  
5 developer of the property and the builder of the  
6 property are two different people. And that's not  
7 necessarily -- unless there's something in the  
8 red-line version that I didn't see on this, I don't  
9 see where that made it a fact, that just because  
10 you said presumptive developer, that it now becomes  
11 the builder.

12 There's several issues there that if we did go  
13 that route of putting into the document that we  
14 were the builder, I think that ties our hands. And  
15 I would rather leave it open so that in instances  
16 where we felt a land lease was a better  
17 alternative, we could still do that.

18 Now you can have as many requirements on the  
19 tenant that's leasing that land to build the  
20 hangars to the specifications that you approve and  
21 everything else that's part of a grand concept that  
22 they have to meet.

23 It's just like you developed it, only they get  
24 to do it on their own. It doesn't tie up funds  
25 from the airport, and the advantage is, just like

1 the Grumman North 40, that was a land lease, a  
2 20-year land lease that put those buildings up  
3 there. At the end of 20 years, those buildings  
4 became ours. Now we rent them to Grumman. So that  
5 was a huge benefit for the airport right there.

6 CHAIRMAN LUDLOW: Right.

7 MR. TUCKER: So you can't discount that, that  
8 just because you're only getting the land lease for  
9 a certain period of time. You still have to look  
10 at the fact that you have the residual of what's  
11 left there that was built there after the land  
12 lease is over. And that's rentable, viable  
13 property if it's built correctly.

14 There is also tremendous confusion over the  
15 this word commercial, corporate, and just regular  
16 hangars. All I see are just hangars. And I don't  
17 care whether I'm a person and I want to rent a  
18 10,000-square-foot hangar. I ought to be able to  
19 do that. I don't care if my company wants to rent  
20 a 10,000-square-foot hangar. I ought to be able to  
21 do that. And I don't care if I'm running an  
22 airline and I want to rent a 10,000-square-foot  
23 hangar. I ought to be able to do that.

24 So this concept of somehow you can't -- that  
25 we pigeonhole it into that requirement, I think is

1 wrong. It's an easy way of just saying you want a  
2 bigger hangar when you say corporate hangar because  
3 it's going to be bigger than the T-hangars. But I  
4 don't think it's restrictive as to who actually  
5 goes in there.

6 So I would say if you put those hangars up  
7 there, they should be viable for commercial use.  
8 They ought to be designed so that somebody could  
9 operate a business out of one of those hangars.  
10 There's nothing wrong with that. Assuming the  
11 property's set up correctly and you've designed the  
12 project correctly, it should be something that it  
13 is capable of doing. Those are my comments.  
14 Thanks.

15 CHAIRMAN LUDLOW: Thank you. Really good  
16 points. Really good points. Any other public  
17 comment?

18 (None.)

19 CHAIRMAN LUDLOW: Okay. Then -- then we will  
20 bring it back to the board to vote. Comment from  
21 the attorney?

22 MR. BLOCKER: Yes, ma'am. So at this point,  
23 we just need a motion and a second.

24 CHAIRMAN LUDLOW: Okay. I did. No, I didn't  
25 receive a second. He said I agree, not I second.

1           MR. BLOCKER: No, ma'am. I understand. As  
2 far as moving forward with the adoption.

3           CHAIRMAN LUDLOW: Yes. Okay.

4           MR. CLARKE: May I ask that -- did you --  
5 Mr. Pittman or our attorneys, did you hear any  
6 comments that made -- may want you to think that we  
7 may need to revise this?

8           MR. ROBERTS: If I could through the Chair.

9           CHAIRMAN LUDLOW: Thank you.

10          MR. ROBERTS: The language is chosen  
11 carefully. Presumptive does not mean exclusive.  
12 If we had meant to be exclusive, we would have said  
13 exclusive. We said presumptive, which means we  
14 have first shot at it.

15           It absolutely does give Mr. Pittman the  
16 discretion to -- to pivot and allow a third party  
17 to self-fund their facility. It absolutely allows  
18 that discretion, and it allows a lot of discretion.

19           But, you know, some folks are aware of one or  
20 two folks that are -- that are circling the  
21 airport. I can tell you there's a handful of them  
22 and they all have to be treated equally, right?  
23 That's why no one's ready for a presentation today.  
24 We can't single out one entity and elevate that  
25 above the rest for some kind of process. So we're



1 not ready for, you know, the -- the beauty contest  
2 presentations about what people want to do. It's  
3 appropriate for you to announce that.

4 Finally, the -- these five seats are the only  
5 people who are charged with what's in the  
6 Airport Authority's best interests. We're well  
7 aware that the private sector can do some things  
8 more efficiently than the public sector. We're  
9 well aware, as Mr. Olson points out, that when the  
10 public sector does something, there are  
11 transactional costs that may be higher than the  
12 private sector.

13 But there are things that we can do that the  
14 private sector can't. We have sources of funding  
15 that the private sector doesn't have. We have  
16 access to mitigation credits that the private  
17 sector doesn't have. We do in fact have some  
18 advantages for this.

19 The entirety of the policy is we don't want to  
20 fumble on the five yard line and lose an economic  
21 opportunity that we've worked years to cultivate  
22 and bring to fruition.

23 So this is your policy. You can change it a  
24 month from now. You can change it a year from now.  
25 It's not carved in stone. It has all kinds of

1 safety valves for the executive director to seek a  
2 variance.

3 So it does offer flexibility while at the same  
4 time articulating a presumptive vision for how we  
5 want to try to do it. If we can't do it that way,  
6 it allows flexibility to do some other way -- to do  
7 it some other way.

8 So, I think that --

9 MR. CLARKE: One follow-up question.

10 MR. ROBERTS: I'm sorry. Could I just say  
11 more thing about the technical question from our  
12 AOPA?

13 The deed allows the road -- we can put the  
14 road as close to the Gun Club line as we need to.  
15 So we want that line to be -- we want -- we want  
16 the land between the road and the Gun Club boundary  
17 to be at a minimum, right?

18 So they want a buffer. So the wet -- what it  
19 provides for is we can put our freshwater retention  
20 ponds between the road and the Gun Club property  
21 line, and that will suffice their -- that will  
22 satisfy their interest in a buffer displacement.  
23 But at the same time, it doesn't cause us to have  
24 to waste that dirt, right?

25 We didn't want to waste all that land between

1           our road and the Gun Club boundary. We can use  
2           that for retention, stormwater retention  
3           facilities. We just can't build buildings between  
4           the road and the club. They don't want to look at  
5           the back side of a hangar.

6           CHAIRMAN LUDLOW: That was a good move on your  
7           part. Dennis?

8           MR. CLARKE: Just one follow-up question.  
9           Can -- you mentioned that there are parties that  
10          are actively seeking space at the airport.  
11          Would -- can it be construed that any of those  
12          parties would perceive this to be a threat to  
13          their -- to them getting access to the airport?

14          MR. ROBERTS: So Mr. Pittman can follow up and  
15          just correct me if I misstate anything, but there  
16          are a number -- a lot of folks would like to be an  
17          FBO because that's -- you know, that's great to be  
18          an FBO. They'd like to be a fuel-selling FBO.

19          We have some experience with that that we --  
20          we know we may not be ready for a second FBO if  
21          it's premised on having to build out that facility  
22          on the east side from dirt. So -- and besides, we  
23          don't have the mitigation credits for it, so it's  
24          kind of academic.

25          So a lot of them would like to be an FBO. I



1 discussion?

2 MS. LIOTTA: I have --

3 CHAIRMAN LUDLOW: Yes.

4 MS. LIOTTA: -- follow-up questions.

5 I've heard a couple of times that Area A has  
6 the mitigation credits. My understanding of the  
7 mitigation credits is that they can apply to  
8 anything that's in the base -- the relevant basin,  
9 which would be anywhere on the east side, or the --  
10 and I'm going to say this in -- where the proposed  
11 hotel would go, whatever that spot is called. That  
12 also has got some -- some, I don't know how much  
13 wetlands, but it has wetlands.

14 So we don't -- my understanding is we don't as  
15 the Authority have enough credits to do Area A and  
16 the hotel lot, as -- as an initial impression. I  
17 don't know if that's true, but I believe that's  
18 true. I see Mr. Pittman nodding his head.

19 So it seems like the implication is if this  
20 gets approved, that is the airport also saying that  
21 it's going to prioritize Area A over doing a  
22 development on that -- for the -- for the hotel,  
23 which we have to recognize I think means that we  
24 are foregoing the potential revenue from such a  
25 project which could be substantial over time

1           because it could -- my understanding is hotels, you  
2           can get different kinds of revenue than merely  
3           rent. So I just wanted to point that out to  
4           confirm if my -- that impression is correct.

5           MR. ROBERTS: It -- respectfully, it's not.  
6           We're not in a position of we're having to choose  
7           between mitigation credits for this -- you're  
8           talking about like what Mr. Joyce has described on  
9           the south side and the fronting U.S. 1 hotel?

10          MS. LIOTTA: Well, no, not Joyce because that  
11          deal as far as I know is dead. That particular  
12          development, they don't want to develop that.

13          But I -- there was a presentation with Andrew  
14          from Passero where it showed like just the land and  
15          a big blob on there showing this area is wet. You  
16          know, so that would take credits, we don't  
17          necessarily know how many --

18          MR. ROBERTS: Correct.

19          MS. LIOTTA: -- but it wouldn't be -- we  
20          don't -- the general understanding is area -- the  
21          east side, we don't have enough credits. I know  
22          you can't -- we can't just go buy more; we have to  
23          wait for more to be made available to buy.

24          So a statement by the airport that this is a  
25          top priority, I believe is implying that doing the

1 hotel project, it has to be put on the back burner  
2 for an unknown amount of time because we don't know  
3 when those credits may even become available in the  
4 future and how much it might cost. So I just think  
5 it's good for everyone to, if -- if this is  
6 correct, to understand that we're -- there's an  
7 opportunity cost and a choice here as well.

8 CHAIRMAN LUDLOW: Okay. Did -- one thing  
9 before Courtney. Did you look in your agenda  
10 package when you asked for the mitigation credits  
11 to be broken down, that they are broken down for  
12 you in our agenda package?

13 MS. LIOTTA: Where was this?

14 CHAIRMAN LUDLOW: In the agenda package.

15 MS. LIOTTA: I don't recall seeing that.  
16 Where is it?

17 CHAIRMAN LUDLOW: Oh Page 17.

18 MR. OLSON: I must have missed it.

19 MS. LIOTTA: Under the staff reports?

20 CHAIRMAN LUDLOW: It's on Page 17.

21 MS. LIOTTA: So that -- okay.

22 CHAIRMAN LUDLOW: After the last meeting, and  
23 it's broken down.

24 MS. LIOTTA: So, yes, east side development --

25 CHAIRMAN LUDLOW: 17, Bob.

1 MS. LIOTTA: -- says east side development --

2 MR. OLSON: I only have Page 15.

3 MS. LIOTTA: Is the south Parcel A? Is that  
4 the south parcel refer -- is that --

5 MR. PITTMAN: No.

6 MR. ROBERTS: It should be a diagram.

7 MR. OLSON: Oh, here's what Ms. Ludlow's  
8 looking at.

9 MR. PITTMAN: The staff reports go up.

10 MS. LIOTTA: It says east side south parcel,  
11 but we've also been talking about --

12 MR. PITTMAN: So south parcel is C.

13 MS. LIOTTA: -- A, B, and C.

14 MR. PITTMAN: South parcel is C.

15 MS. LIOTTA: C, okay.

16 MR. PITTMAN: Yes, ma'am. And then middle is  
17 B. North parcel is A.

18 MS. LIOTTA: Okay. What would the hotel take?

19 MR. CLARKE: 1.75.

20 MR. ROBERTS: The hotel's not contemplated for  
21 any of those parcels. The hotel -- the hotel's not  
22 contemplated to have access to a taxiway. It  
23 doesn't need it, so it's going to be outside the  
24 fence fronting U.S. 1 somewhere for access to  
25 U.S. 1.



1 MS. LIOTTA: My point is it's the same basin,  
2 so it would take the same type of mitigation  
3 credits. So it is a development project. As I  
4 understand, it's not aviation, but that was  
5 something of a lot of interest to the board not,  
6 you know, fairly recently and was -- there was  
7 discussion about how that would be revenue  
8 generating for the airport, and which seems to be  
9 of high importance in this discussion.

10 So I'm just trying to understand if we're --  
11 if -- what is the implication to that project with  
12 this policy. And so the hotel's 1.75, you think?  
13 Is that the number?

14 MR. CLARKE: That's what it says on the  
15 summary.

16 MR. SINGLETARY: This policy doesn't commit  
17 you to use the wetland credits anywhere in  
18 particular, if I understand it correctly. Is that  
19 not --

20 MR. ROBERTS: The board voted on a premise.  
21 There was a discussion when the board --

22 MR. BLOCKER: Hold on one second.

23 MR. ROBERTS: I'm sorry.

24 MR. BLOCKER: Matt, if you would just stand up  
25 and identify for the public --

1           MR. SINGLETARY: I'm Matt Singletary with  
2 Passero Associates.

3           CHAIRMAN LUDLOW: Thank you.

4           MR. SINGLETARY: I just -- I don't think that,  
5 whether this policy goes forward or not, it doesn't  
6 preclude you from using the wetland credits any --  
7 either along U.S. 1 -- which you're referring to  
8 the hotel, which is not necessarily would be a  
9 hotel -- or anywhere on the east side. That's all  
10 I was trying to point out.

11          CHAIRMAN LUDLOW: Thank you, Matt.

12          MR. ROBERTS: I'm sorry, Madam Chairman.

13                 There is a priority, though, that we -- we do  
14 need to prioritize aeronautical uses versus  
15 nonaeronautical uses. So if this is -- this policy  
16 is in fact about choices. And our first priority  
17 choice is aeronautical development, that's --  
18 that's the most consistent with our grant assurance  
19 posture, is that we prioritize aeronautical uses  
20 first.

21                 So we would never not build a hangar with  
22 access to a taxiway in favor of a hotel down the  
23 street. I just don't think we would ever be in a  
24 choice position that way. I think we would always  
25 use what resources we have to accomplish our

1 Airport Layout Plan.

2 MS. LIOTTA: Okay. Thank you for the  
3 clarification. I know there was a meeting, a  
4 workshop actually, a couple of months maybe and  
5 there were three -- there were a number of  
6 different development projects proposed as  
7 something that the board might want to take up.

8 The hotel was one of them, but I'm hearing now  
9 that that really is kind of off the table because  
10 we don't have the credits to do everything and  
11 aeronautical needs to take priority. So it really  
12 is about the east side and maybe staff doesn't need  
13 to focus on the hotel.

14 MR. ROBERTS: I would agree.

15 CHAIRMAN LUDLOW: Are there --

16 MR. PITTMAN: Mrs. Liotta --

17 CHAIRMAN LUDLOW: Yeah.

18 MR. PITTMAN: -- there's the picture for you,  
19 I just wanted to bring that up real quick, where  
20 you can see the mitigation credits, how it impacts  
21 Hawkeye View Lane and it impacts the potential  
22 projects for the east side, how the green goes  
23 right through where the potential hangars, FBO,  
24 whatever, would be going from, how Hawkeye View --  
25 I'm sorry, I've got to stand up.

1 MS. LIOTTA: There's a lot of colors up there.

2 MR. PITTMAN: I know. I know. I'm sorry.

3 So -- I'm sorry, crowd.

4 All right. So Hawkeye View Lane is right  
5 here.

6 MS. LIOTTA: The current or the proposed?

7 MR. PITTMAN: The current Hawkeye View Lane  
8 goes right here.

9 All right. So in order to build any hangars,  
10 FBO, whatever, you're going to have to -- you're  
11 going to impact some wetlands right in that area.  
12 So some -- some mitigation credits going to have to  
13 be used for anything to be done in this area.

14 Now as you go over to B, you see there's  
15 another wetland area there that's going to be  
16 impacted as well. And so, no matter what you do --  
17 FBO, corporate, T-hangars, whatever in that area --  
18 you're going to need some mitigation credits to do  
19 anything on -- on the east side. And then as we  
20 progress south, we'll have to get more mitigation  
21 credits. And I just wanted to put that  
22 illustration because of the question you had asked  
23 so you have a better reference.

24 MS. LIOTTA: Well, what about utilities? Is  
25 like --

1 MR. PITTMAN: Okay. So that --

2 MS. LIOTTA: Is water -- I understand that the  
3 east side, there's like an issue of sufficient,  
4 like, water pressure --

5 MR. PITTMAN: Yes, ma'am.

6 MS. LIOTTA: -- and is that -- and I guess  
7 that doesn't really matter if it's a land lease or  
8 if the airport develops a hangar, you're still  
9 going to have to do utility --

10 MR. PITTMAN: Correct.

11 MS. LIOTTA: -- development. Is that -- how  
12 far out is that?

13 MR. PITTMAN: Okay. So, correct me -- we've  
14 got a grant that we're working on for that,  
15 correct, that would tie the utilities from the  
16 northeast side down to the South GA side, right?  
17 That's supposed to go -- I'm sorry, I'm  
18 left-handed.

19 So it's supposed to come up -- so you -- I  
20 know you can't see it from where you're sitting.  
21 It's a red and then it's blue, then it goes all the  
22 way down Hawkeye View Lane, cuts across and back  
23 this way across approaching Runway 13, goes down  
24 the fence line. And that's how it's -- and if you  
25 continue on, you see the south GA.

1           So what the intent of this now is to increase  
2           the water to the south end so those hangars that  
3           you was talking about, which you are correct, be  
4           getting the water pressure so we don't have to put  
5           up -- what she's referring to is so you don't have  
6           to put fire hydrants or sprinkler systems in the  
7           hangars so we can increase the pressure right now  
8           because the pressure right now is not at the point  
9           that it's supposed to be.

10           And so that is the -- how we so-called  
11           mitigate, no pun intended, the water pressure for  
12           the south end so that all ties in. And like you  
13           said, the utilities is regardless of land lease  
14           or -- or if we build the building.

15           MR. OLSON: But that, those grants aren't  
16           funded yet.

17           MR. PITTMAN: Not yet. They're supposed to  
18           fiscal year 2025?

19           MR. SINGLETARY: So you're referring to the  
20           FDOT grant funding?

21           MR. PITTMAN: Yes.

22           MR. SINGLETARY: So there is -- for the hotel  
23           area, the Casa Cola roadway extension project,  
24           there is an FDOT grant which will include some  
25           water main improvements.

1 MR. OLSON: Right.

2 MR. SINGLETARY: And potentially there's other  
3 grant funding coming that could do more and also  
4 have some utility --

5 MR. OLSON: But the big loop system is what  
6 we're talking about. The big loop that would go  
7 around the airport in the way that Mr. Pittman's --

8 MR. SINGLETARY: So it's kind of separated  
9 into two separate areas. One is the area over near  
10 U.S. 1. And then you also -- then you have the  
11 east side, which would have its own loop, which  
12 would loop around all the --

13 MR. OLSON: Yeah.

14 MR. SINGLETARY: -- middle, south, north, and  
15 then back around to U.S. 1.

16 MR. OLSON: And that's been costed out at  
17 what, 6 million, something like that?

18 MR. SINGLETARY: I don't remember the cost of  
19 that, but that would be tied into some of these  
20 other funding sources that we're not a hundred  
21 percent sure --

22 MR. OLSON: Yeah.

23 MR. SINGLETARY: -- are coming through yet.

24 MR. OLSON: Right.

25 MS. LIOTTA: So, based on recent

1           conversations, it sounds like the hotel lot is or  
2           should be deprioritized for mitigation credit  
3           reasons and prioritizing aeronautical.

4           So I guess -- and not meaning to put you on  
5           the spot, but it -- it would be good to hear maybe  
6           at a future board meeting, is there an ability to  
7           take any of these -- I understand you can  
8           reallocate some grant money sometimes.

9           MR. PITTMAN: Yes.

10          MS. LIOTTA: And if that property's not going  
11          to be developed for a hotel, can any of that -- of  
12          those grant funds be allocated to something that  
13          would be more near term aeronautical use, something  
14          to do with the T-hangars, this -- this east side,  
15          and something elsewhere where we can make better  
16          impact on those dollars in the near term?

17          MR. PITTMAN: If I may. And correct me if I'm  
18          wrong. When it comes to grants mon- -- grant  
19          money, all right, as long as we haven't started the  
20          fiscal year or we haven't gotten into that money,  
21          correct, we can reallocate it to something else,  
22          correct?

23          MR. SINGLETARY: Potentially, yes.

24          MS. LIOTTA: So, yeah, that might be  
25          interesting to hear because it's, you know,





1 MS. LIOTTA: Well, that was a motion to table  
2 this whole substitution, so it's not relevant now.

3 CHAIRMAN LUDLOW: That didn't work, okay.  
4 Okay. That's good. Okay. So I need a first and a  
5 second motion to -- well, I have to clarify what  
6 the motion -- to table it or --

7 MR. BLOCKER: At this point, the Chair can  
8 entertain any motion to either adopt or --

9 MS. LIOTTA: Well, okay. I'll -- I'll renew  
10 my motion to table the -- this matter now that  
11 we've had discussion.

12 MR. OLSON: I second that motion.

13 CHAIRMAN LUDLOW: Would you like to say --  
14 have a date or clarification? I mean, forever?

15 MS. LIOTTA: Well, I would imagine it could be  
16 put on the next agenda.

17 MR. OLSON: Sounds like it needs a workshop.

18 CHAIRMAN LUDLOW: Not in December. So, all  
19 right, we have a first and a second. Any other  
20 discussion?

21 (None.)

22 CHAIRMAN LUDLOW: Board and public comment  
23 we've had, so may I have the vote, please?

24 MR. CLARKE: No.

25 CHAIRMAN LUDLOW: And we're -- and you're

1 voting not to table.

2 MR. CLARKE: Correct.

3 CHAIRMAN LUDLOW: Okay. Mr. Olson?

4 MR. OLSON: Yes to the motion.

5 CHAIRMAN LUDLOW: Yes to table. Ms. Liotta?

6 MS. LIOTTA: Yes, yes.

7 CHAIRMAN LUDLOW: Yes to table. I vote with  
8 my treasurer no. So what do you do with a tie?

9 MR. BLOCKER: So in this situation, a motion  
10 and a second -- a motion was made, there was a  
11 second to the motion, there has been a vote, so the  
12 motion fails.

13 CHAIRMAN LUDLOW: Okay. Motion fails. So it  
14 is not tabled. Now, do we vote on it? If it's not  
15 tabled, what --

16 MR. BLOCKER: If there's a motion and second  
17 to -- to adopt, that could be voted on.

18 CHAIRMAN LUDLOW: Okay.

19 MR. CLARKE: Moot. Why bother?

20 CHAIRMAN LUDLOW: What do you mean?

21 MR. CLARKE: I mean, I'll move that we vote to  
22 approve the resolution as red-lined.

23 CHAIRMAN LUDLOW: I guess we don't have a -- I  
24 can second. Could I second that as the chairman?

25 MR. BLOCKER: You could, yes, ma'am.

1           CHAIRMAN LUDLOW: But we're still stalemated.  
2           So, I mean, it's tabled or not?

3           MR. BLOCKER: Well, let's -- let's make sure  
4           we finish up. So there's been a motion. Is there  
5           a second?

6           CHAIRMAN LUDLOW: Yes.

7           MR. BLOCKER: Okay. Yes, ma'am. So then you  
8           would call a vote.

9           CHAIRMAN LUDLOW: Then I call --

10          MR. OLSON: Well, you'd have public  
11          discussion, right?

12          MR. BLOCKER: Well, we've -- we've -- through  
13          the Chair, we've had discussion at this point --

14          MR. OLSON: Okay.

15          MR. BLOCKER: -- so we can --

16          MR. OLSON: Okay. Okay.

17          CHAIRMAN LUDLOW: Thank you. Okay. Any  
18          discussion or a vote? So, Mr. Clarke?

19          MR. CLARKE: Aye.

20          CHAIRMAN LUDLOW: Aye, aye to continue -- I'm  
21          writing e-y-e.

22          MR. CLARKE: Okay. To approve.

23          CHAIRMAN LUDLOW: Okay. To approve.

24          Mr. Olson?

25          MR. OLSON: No.

1           CHAIRMAN LUDLOW:   Okay.   And Ms. Liotta?

2           MS. LIOTTA:   I apologize in advance, but I  
3 think need to get some clarifications before I can  
4 vote.   I own the -- I am a --

5           CHAIRMAN LUDLOW:   Recuse?

6           MS. LIOTTA:   I have to get some more  
7 information before I can determine that, but yes,  
8 that is the -- that is the topic.

9           I, as stated in many prior board meetings and  
10 even before I became a member of this Authority, I  
11 own a -- I have an ownership interest in a business  
12 called Modern Aero who provides flight instructions  
13 and other services on the field.

14           Recently, Modern Aero did a acquisition of a  
15 business that is on the east side abutting up to  
16 what is the Area B in some of the ALP discussions,  
17 and I have some concerns about this policy because,  
18 as drafted in the pictures, Area B is on top of  
19 part of Modern Aero -- what is now Modern Aero's  
20 land lease, which is in place until I believe 2034.  
21 So, to build it as those boxes are drawn would  
22 require taking some of Modern Aero's land lease.

23           So I had a discussion with Mr. Pittman.   I  
24 think I just need to get some clarifications on the  
25 record to determine if I have a conflict, because

1           if I do, I have to recuse myself from this -- from  
2           this vote.

3                     So, my understanding is that the boxes as  
4           drawn, based on what you told me, sorry to -- you  
5           can correct me if my --

6                     MR. PITTMAN: I'm getting the -- I'm pulling  
7           the picture up for everybody.

8                     MS. LIOTTA: -- if my understanding's -- if my  
9           recollection of our conversation was incorrect --  
10          is that the areas as drawn are very subject to  
11          change. So Area A could get bigger, Area B could  
12          get smaller, how knows? These are just sort of  
13          aspirational placeholders under this policy. Is  
14          that -- like is that --

15                    MR. PITTMAN: That is correct. Nothing is to  
16          scale.

17                    MS. LIOTTA: Okay.

18                    MR. PITTMAN: Because like you said there --  
19          so I can repeat it back. Everything is subject to  
20          change. Even the square boxes inside the A, B, C,  
21          that it -- are placeholders -- placeholders which  
22          are supposed to depict hangars are just imaginary  
23          objects just to show what could go there.

24                    MS. LIOTTA: Okay. And so, further to that,  
25          approving this -- you know, this policy as written

1 if it were to be implemented is not a statement --  
2 and let me just put this, sorry, a different way.

3 So the airport has no current intent to take  
4 any adverse action against Modern Aero's land  
5 lease.

6 MR. PITTMAN: No.

7 MS. LIOTTA: Okay. So I don't think, then,  
8 that I would have a conflict in this matter and so  
9 I would be able to vote, and so I vote no.

10 CHAIRMAN LUDLOW: Chad and --

11 MR. BLOCKER: Well, so this point with a  
12 divided vote, so the motion fails. Correct. So  
13 because you have a -- two in favor, two -- so it  
14 would -- the motion fails.

15 MR. ROBERTS: I don't think Ms. Ludlow  
16 actually voted. Just for the -- just to make the  
17 record clear, I didn't hear you vote.

18 CHAIRMAN LUDLOW: You know what? I did not.  
19 So Clarke approved. Clarke said he approved it.  
20 Reba, I'm voting yes, I approve it. No, not  
21 approved Olson. No not approved Liotta. And is  
22 someone going to look into her conflict?

23 MR. BLOCKER: So --

24 CHAIRMAN LUDLOW: I know she can have  
25 discussion, but I -- how can she vote on something

1           that was -- that is the east side property?

2           MR. OLSON: I just -- I'm sorry. I just got a  
3           briefing in a prior board meeting from someone from  
4           the county attorney's office, and they said it's  
5           the responsibility of the board member to assess  
6           whether they have a conflict or not. Isn't that --  
7           is that correct?

8           MR. BLOCKER: That -- that is, Mr. Olson. So  
9           at this point, obviously if Mrs. Liotta --

10          MR. OLSON: So it wouldn't be this board  
11          contemplating whether there's a conflict or not?

12          CHAIRMAN LUDLOW: No. She's the one that  
13          would get in trouble, not us.

14          MR. OLSON: It would be the individual.

15          MR. BLOCKER: That's correct -- through the  
16          Chair, that's correct, Mr. Olson. So the  
17          individual -- y'all as individual board members,  
18          y'all -- the liability would attach to y'all as  
19          individuals.

20          So Mrs. Liotta has made the board aware of a  
21          potential conflict. She has asked some questions  
22          of the executive director, and based on her vote,  
23          she has determined that there is not a conflict of  
24          interest. If that's later determined that there is  
25          a conflict of interest, then that would be a



1 liability that she would have, not the board.

2 MR. OLSON: Okay. So there's not a role in  
3 this board as collectively to assess whether  
4 there's a conflict.

5 MR. BLOCKER: No, sir.

6 MR. OLSON: Thank you.

7 CHAIRMAN LUDLOW: That's why I asked the  
8 attorney.

9 HANGAR AUDIT UPDATE

10 CHAIRMAN LUDLOW: Okay. So our resolution  
11 is -- we're going to the next agenda item. And  
12 also -- and I would also like to suggest to  
13 Courtney's hangar audit update and -- to see what  
14 we're going to exclude because we're running out of  
15 time.

16 MR. PITTMAN: All right. All right. Can you  
17 go to the PowerPoint, please?

18 MS. SANTIAGO: Yeah.

19 MR. PITTMAN: Make it slide, a slide show.

20 I want to take a moment to talk about an  
21 important process we're currently undertaking at  
22 our airport, hangar audits. First, I want to  
23 acknowledge the significance of this process and  
24 the impact it has on our aviation community.

25 I understand that many of you have been

1           patiently waiting for an opportunity to secure a  
2           hangar and I deeply empathize with the challenge  
3           that this waiting list possesses. Your passion and  
4           commitment to aviation are what keep this airport  
5           thriving and I want you to know that our concerns  
6           are always -- I mean, sorry, your concerns are  
7           always at the forefront of our decision-making.

8                        Scroll down, please. Goals: More fairness  
9                        and less wait on the waiting list. Increase  
10                      utilization for active aircraft. Rationalize  
11                      revenue and FAA compliance. Next.

12                     Achieved by: Consistent and frequent  
13                     monitoring for compliance. Eliminating  
14                     nonaeronautical uses. Elimination of unauthorized  
15                     subleases or assignments that undermine the waiting  
16                     list process.

17                     What you see here are our current hangars --  
18                     T-hangars. A and J in yellow are the future  
19                     hangars that are under construction right now.  
20                     Next. And let me know if I talk too fast.

21                     All right. T-hangars are currently 125.  
22                     Expressly reserved for noncommercial general  
23                     aviation. Sponsors are also obligated to make  
24                     space available to support aeronautical activity of  
25                     noncommercial aeronautical uses; i.e., hangars and

1 tie-down space for individual aircraft owners. FAA  
2 airport compliance manual publication 5190.6 Bravo  
3 Change 2. And as you can see, Bravo is -- there  
4 is -- there's an example of a T-hangar right there.  
5 And the reason why we call it T-hangar, because  
6 it's in the shape of a T. Next.

7 Box hangars, there's 20 of them. They're  
8 large hangars primarily intended for noncommercial  
9 corporate business jet and cabin class multi-engine  
10 aircraft. Some box hangars can accommodate more  
11 than one aircraft, but they are smaller than larger  
12 bulk hangars.

13 Historically some of the lettered box hangars  
14 have supported commer- -- commercial tenants,  
15 including, but not -- North American Top-Gun, Aero  
16 Aircraft Refinishing, Florida Aviation Career  
17 Training. Lettered box hangars are within the  
18 scope of the -- this compliance audit.

19 Regulatory guidance. I thought this would be  
20 very important. Sponsored compliance actions. It  
21 is expected that aeronautical facilities on the  
22 airport will be available and used for aeronautical  
23 purposes in the normal course of airport business  
24 and that nonaeronautical uses will be the  
25 exception.

1           Sponsors should have a program that you  
2           routinely monitor use of hangars and take measures  
3           to eliminate and prevent unapproved nonaeronautical  
4           use of hangars. Sponsors should ensure that length  
5           of time on a waiting list of those in need of a  
6           hangar for aircraft storage is minimized. Pause  
7           for a second.

8           This is very important to us. So I want to  
9           take this time to say, we are -- I see, Jose Riera  
10          is there. You've been on that waiting list for  
11          what, since 2018?

12          MR. RIERA: Uh-huh.

13          MR. PITTMAN: We've got to fix this. We've  
14          got to fix this. There's a lot of people that's  
15          been on that waiting list for a long time. And so  
16          this is one of the reasons why this is very  
17          important. Next.

18          All right. So the way we did it. As you can  
19          see, the top left screen, that handsome young man  
20          is going through hangars. All right. So we did a  
21          physical audit. We went through every T-hangar  
22          individually. And then we did administrative audit  
23          where we compared -- we compared the lease  
24          agreements to the FAA registry and the business,  
25          the Division of Corporations, to make sure things

1           matched up. So the -- to make sure that the plane  
2           was under the name of the entity in the said  
3           hangar. Next.

4           All right. Hangar audit results. As you see  
5           right here, tenant ownership matches was 66  
6           percent. Tenant ownership issues, 34 percent. 96  
7           were -- were in compliance. 49 were not.

8           If you would, look at the note. Where an  
9           individual was on a lease agreement but the  
10          aircraft ownership was in the form of a legal  
11          entity, tenant ownership was still considered to be  
12          a match where the individual was a confirmed  
13          principal of the legal entity. Tenant ownership  
14          issues were substantive, not technical. All right.  
15          So everybody take a breath. Now let's get into it.  
16          Next.

17          All right. Now, the -- back to the bottom  
18          right. This situation is consistent with and  
19          suggestive of unauthorized subleasing, unauthorized  
20          assignments, and unauthorized hangar sharing. Let  
21          me explain.

22          All right. So, this is the first -- what I  
23          did was the first of what I can find hangar audits  
24          here at St. Augustine Airport. The first of what I  
25          can find hangar audits at St. Augustine Airport.

1           So, am I accusing anybody of unauthorized  
2           subleasing? Am I accusing anybody of unauthorized  
3           assignments? No. Am I accusing anybody of  
4           unauthorized hangar sharing? No. I'm just saying  
5           it just appears to be as such. It has the  
6           appearance of such. And so, that being said is why  
7           letters have been sent out and I'm asking questions  
8           because the appearance of such is there. Next,  
9           please.

10           Hangar audit results. All right.  
11           Aeronautical storage only and then nonaeronautical  
12           storage. As you see, 59 percent for aeronautical  
13           storage only. 59 percent was nonaeronautical  
14           storage. I'll give you an example. One hangar had  
15           a bunch of lumber in it, no aircraft.

16           Next, hangar audit results. Operational  
17           aircraft, 123, 22 of which, 15 percent, were  
18           nonoperational aircraft. When I say nonoperational  
19           aircraft, I'm talking about frames of aircraft or  
20           maybe just wings in a hangar, tires maybe in a  
21           hangar, but an operational hangar was not in that  
22           hangar. Next, please.

23           All right. Now, it's one thing to criticize,  
24           but also you've got to give praise to those who did  
25           a good job. Gold star hangars, I know it sounds

1           childish, but actually I appreciated those. Those  
2           were hangars that did everything right.

3           They had an aircraft in their hangar. They  
4           didn't have -- they didn't have -- I see what, a  
5           gas grill in one hangar and propane tanks. And so  
6           they were hangars that did everything up -- by the  
7           book. And unfortunately I only had 38, because 107  
8           of them required re- -- remediation.

9           MR. OLSON: Question. Gold star meaning they  
10          conform with every letter of the lease.

11          MR. PITTMAN: Correct.

12          MR. OLSON: Okay. Thank you.

13          MR. PITTMAN: Yes, sir. Next.

14          All right. Takeaways. Unauthorized  
15          subleasing, unauthorized nonaeronautical property  
16          storage and nonoperational aircraft all combine to  
17          cause stagnation on the wait list visiting  
18          unfairness to persons waiting for an opportunity  
19          for a hangar at the airport.

20          A number of box hangars and larger T-hangars  
21          were underutilized. Example, there was a box  
22          hangar with a C-12 -- C-12 -- with a Cessna 172 in  
23          it.

24          Remediation of noncompliant hangar usage will  
25          require sustained effort and time. Existing users

1 that do not appear to merit hangar use will be the  
2 first to be given a show cause letter and an  
3 opportunity to explain or justify their continued  
4 use. Let me pause right there.

5 All right. So, it's easy to say I'm the  
6 sheriff coming in telling people that they're doing  
7 something wrong. That's not what I'm doing. What  
8 I'm doing is asking questions because, one, I want  
9 to educate the population.

10 Some people have been in hangars here for  
11 years and maybe they haven't seen the hangar  
12 policy, maybe they forgot what the hangar policy  
13 is. So what I want to do with those individuals is  
14 just have a conversation. This is nonpunitive.  
15 It's just we're talking so I can say to you, hey,  
16 come to my office or I come to you and meet at the  
17 hangar and I can teach you what is supposed to be  
18 done and you and I can have a dialogue.

19 Because maybe that hangar that had lumber in  
20 it, that person was down in the Cayman Islands for  
21 the weekend and they put lumber in there just as  
22 storage for a few days for a friend.

23 You know what? I can digest that. I can  
24 definitely digest it and make sense. And if the  
25 FAA were to come down and do an audit of us, I can



1 explain that in writing that, hey, I've done my due  
2 diligence, this hangar had lumber in it, or this  
3 person because of this, dah, dah, dah, dah. Not  
4 that I'm opening up a hangar and I don't know  
5 what's going on in there; i.e., gas grill with  
6 propane tanks. I can't explain that. All right.  
7 So I'm trying to help us do -- do our part. Next.

8 All right. Going forward, a suggestion. This  
9 is merely a suggestion. A transition to a  
10 nonunit-specific hangar license agreements on a  
11 month-to-month basis. Existing compliant users  
12 would not experience any impact whatsoever with a  
13 hangar license agreement. Would permit hangar unit  
14 rationalization relocating with reasonable notice  
15 to ensure aircraft are assigned to the most  
16 appropriate unit size. Let me pause right there.

17 I had a gentleman come to me -- I don't want  
18 to name names, he might be in the room -- that had  
19 a larger aircraft that needed a bigger hangar. And  
20 then there's another gentleman who had that  
21 Cessna 172 in a box hangar.

22 This would afford us the opportunity to have a  
23 conversation and I could swap them out, right?  
24 Because the Cessna 172, I could have a conversation  
25 with that owner and then we could come to some kind

1 of agreement and just move them around. That way,  
2 you don't have to go to swap lists and things of  
3 that facility; you just have a conversation with  
4 adults and just do the right thing.

5 MR. OLSON: And -- and the box hangars would  
6 have a higher rent, so the switch actually saved  
7 the guy that was in the oversized hangar --

8 MR. PITTMAN: Correct.

9 MR. OLSON: -- money.

10 MR. PITTMAN: Correct. A hundred percent  
11 because that might person might have just took that  
12 box hangar because --

13 MR. OLSON: Right.

14 MR. PITTMAN: -- it was what was available.  
15 Absolutely. And then also we want to promote  
16 business.

17 Establish staff training. A checklist  
18 workflow for new hangar users to vet ownership  
19 verification, contract administration, and wait  
20 list administration. So this is me saying that we  
21 as the Authority need to -- we've got to do some  
22 work ourselves. It's easy to point fingers out at  
23 the masses, but also I'm saying that we need to do  
24 training in-house to make sure we do things  
25 properly.

1           And then lastly, continue with consistent  
2 engaged compliance monitoring by the airport  
3 facilities manager. The facilities manager, if you  
4 would step you up, please, that's Adam. Adam is  
5 our airport facility manager. Thank you, sir.  
6 He'll be going around and continue -- and  
7 continuing to do the hangar audits. Also,  
8 before -- I think that's the last slide?

9           MS. SANTIAGO: Yes, sir.

10          MR. PITTMAN: All right. So, I also want to  
11 go and say something about a tenant that we have  
12 here. I think it's very important that I take the  
13 time to say something.

14           I want to speak on Ms. Patty Wagstaff.  
15 Ms. Patty Wagstaff, I want to say on the record in  
16 front of everybody, who -- Patty Wagstaff is  
17 someone I came to know when I came here a few years  
18 ago as an air traffic controller, air traffic  
19 control manager.

20           The unique thing about this airport is that we  
21 have the aerobatic box. I never worked the  
22 aerobatic box. To have a person with her history  
23 to have little girls all around come see her, to be  
24 a part of the Smithsonian, to be a vital tenant of  
25 this airport and a part of this St. Augustine

1 family, I thought it was very important for us as  
2 an authority to find a house for her. When I mean  
3 house, I mean a hangar.

4 All right. Without moving anybody out their  
5 hangar or anything of that nature or forcing  
6 anybody to go, one Adam -- one Adam Bock  
7 volunteered his hangar, G-2, for Ms. Patty  
8 Wagstaff's services. Then also Passero who just so  
9 happened to move out of the office next door. And  
10 then we also have another company moving out of  
11 offices on the other side of the airport. So we  
12 found them shelter, if you will.

13 And I wanted to say because of that they are a  
14 part of this airport. And some might say, hey, why  
15 would you go so far for Ms. Patty Wagstaff? It's  
16 not about her per se, but it's about what she  
17 represents to this airport, right? The aerobatic  
18 box would be cold if that -- if her flight school  
19 wasn't here, and we should take care of our own.  
20 Thank you. Any questions for me?

21 MR. OLSON: Oh. Do you have any goals for  
22 when you might -- I mean, you know, obviously  
23 you're wanting -- we all need to achieve full  
24 compliance.

25 MR. PITTMAN: Correct.

1           MR. OLSON: Do you have any timetable? I  
2 mean, are you expecting that most, when you alert  
3 them and ask them to explain the noncompliance  
4 situation, that this will lead to, I don't know,  
5 corrective action?

6           CHAIRMAN LUDLOW: A reasonable amount of time.  
7 It depends.

8           MR. PITTMAN: All right. So what I'm hoping  
9 is, for one, as you see, it's a lot of hangars, so  
10 it's going to take time, right? And then, another  
11 things I've tasked my facility manager with is  
12 going back through the hangars.

13           So what I saw was a couple of months ago. So  
14 we already got letters issued, and we're going to  
15 continue to issue letters because, like I said, I  
16 want to engage in a dialogue.

17           Some people believe that this was the way  
18 things were done here: Subleasing, borrowing  
19 hangars. I've got one hangar that -- most hangars,  
20 the main thing is they got the wrong hangar -- I  
21 mean, the wrong aircraft in the hangar. So my  
22 intent right now is education.

23           Then, going forward when we have the education  
24 accomplished and everybody -- and we have a  
25 reasonable assurance that people understand what

1 we're looking for and that the audits are taken  
2 place -- because I feel like I would be wrong if I  
3 just kicked in the door today and then said you've  
4 got to go tomorrow, all right? So the intent is by  
5 the end of fiscal year next year, that we're fully  
6 into compliance mode --

7 MR. OLSON: Okay.

8 MR. PITTMAN: -- so that our education has  
9 been completed.

10 MR. OLSON: Okay. Good. Very good.

11 MR. PITTMAN: Yes, ma'am.

12 MS. LIOTTA: Yeah. I think, to further your  
13 comment about people not knowing, they thought this  
14 was how it was done, I don't think I'm shocking  
15 anyone when I say there's a lot of complaints about  
16 the lease policy --

17 MR. PITTMAN: Agreed.

18 MS. LIOTTA: -- that it's -- it's potentially  
19 vague, there's like -- maybe, you know, people  
20 thought -- you know, there seems to be maybe stuff  
21 that is the way it's done but not written down.

22 And so, I think I -- there's a lot of material  
23 in this presentation about enforcement, but I think  
24 that clarification of the lease policy is probably  
25 the -- just as important, if not more important,

1           because how do you enforce something --

2           MR. PITTMAN:   Correct.

3           MS. LIOTTA:   -- if maybe it's not clear what  
4           the airport's doing, should do?

5           Like when I showed up at the airport, I heard  
6           a lot about the wait list, the wait list.  Come to  
7           find out it's not written down in any policies  
8           anywhere, but comes to find out there are like four  
9           or five wait lists that most people, even tenants  
10          at the airport, were surprised to learn.  It wasn't  
11          until someone, like, went in and started asking  
12          questions of the staff at the time that they even  
13          found out there was different wait lists you could  
14          put names on in different places.

15          And so, it's I think valuable for people to  
16          know and have a transparent process and a fair one  
17          and, you know, take the opportunity to clarify the  
18          lease policy and get it -- get it up to speed.  
19          Because I've just heard over and over again it's  
20          not where we would all like it to be.

21          MR. PITTMAN:   I 100 percent agree with you.

22          CHAIRMAN LUDLOW:  I agree.  And that would  
23          keep people from, you know, doing things wrong as  
24          long as we had it down in black and white.

25          MR. OLSON:    But I -- one of my thoughts after

1 listening to this excellent presentation of the  
2 audit is that, you know, now we -- we've had to  
3 struggle and invest a ton of available capital to  
4 the airport into construction of what 19 -- is it  
5 19 --

6 MR. PITTMAN: Yes, sir.

7 MR. OLSON: -- hangars? It sounds like from  
8 this presentation, we could have made 19 hangars  
9 available just by moving nonaircraft stuff --

10 MR. PITTMAN: Correct.

11 MR. OLSON: -- out of them and not had -- and  
12 that would have been the cheapest way to find 19  
13 available hangars.

14 MR. PITTMAN: I understand what you're saying,  
15 but we would have opened ourself up to some  
16 problems. One, just like Mrs. Liotta said, we  
17 don't have a true -- I, being here less than a year  
18 still, was confused when I read said policy, trying  
19 to know -- trying to understand how to enforce it  
20 myself. And then, two, we have a culture that we  
21 need to fix.

22 So I wouldn't think it would be proper if the  
23 first thing I did was just kick people out without  
24 doing the education --

25 MR. OLSON: Yeah.



1 MR. PITTMAN: -- portion first.

2 MR. OLSON: No, but -- yeah --

3 MR. PITTMAN: But I get where you're coming  
4 from.

5 MR. OLSON: -- you're absolutely right. But  
6 the new hangars won't be available for, what, two  
7 years anyway, so it's the same. I just make the  
8 observation.

9 MR. PITTMAN: Yes, sir.

10 CHAIRMAN LUDLOW: And that may happen.

11 MR. OLSON: What may happen?

12 CHAIRMAN LUDLOW: That may happen, that 19 end  
13 up empty and available.

14 MR. OLSON: Yeah, right.

15 CHAIRMAN LUDLOW: That may happen.

16 MR. OLSON: Exactly. Yeah. Yeah.

17 CHAIRMAN LUDLOW: Okay. Sorry. Anything  
18 else -- any other questions for Courtney?

19 (None.)

20 CHAIRMAN LUDLOW: Public comment for Courtney?

21 (None.)

22 CHAIRMAN LUDLOW: Okay. Courtney, what's  
23 next?

24 RENAMING OF THE AIRPORT

25 MR. PITTMAN: All right. Right there.

1 All right. So renaming of the airport. I'll make  
2 this one fairly quick.

3 CHAIRMAN LUDLOW: Good.

4 MR. PITTMAN: Pull out my glasses.

5 All right. Potential name change. I want to  
6 take a moment to inform you about a topic that will  
7 soon be under discussion by the state legislature,  
8 the potential change of our airport's name from  
9 Northeast Florida Regional Airport to  
10 St. Augustine Airport.

11 This is -- this discussion is an important  
12 one, as the name of our airport is more than just a  
13 title; it represents our identity, our community,  
14 and the image we project to the world.

15 The -- the legislature will be evaluating this  
16 change considering factors like regional  
17 recognition, branding, and alignment with our  
18 airport's vision and mission. I encourage everyone  
19 to stay informed and engaged in this process as  
20 this unfolds, and I thank you for your continued  
21 support of our airport and its growth.

22 All right. So what I did on this and in  
23 reference to this subject, I just added data,  
24 right? Just to say, hey, with the name change, how  
25 it would impact us and what it could bring.

1           I know, as a member of the aviation community,  
2 no one calls this airport Northeast Florida  
3 Regional Airport. I just wanted to give that  
4 tidbit of information for you. Everybody refers to  
5 this airport as St. Augustine Airport.

6           Northeast Florida Regional Airport is too long  
7 for a transmission on the radio. If you could only  
8 imagine a student pilot, every time they contact  
9 the tower having to say "Northeast Florida Regional  
10 Airport tower," November 1, 2, 3, 4, 5. All right.  
11 If that pilot were to call me, I would tell that  
12 pilot to remain outside of Class Delta while I work  
13 with aircraft that knew how to break that down  
14 somehow. All right.

15           Also, it's about -- if I -- if I may -- if I  
16 may, Madam Chairman, take just three minutes --

17           CHAIRMAN LUDLOW: Yes, please.

18           MR. PITTMAN: -- all right? Because I'm on  
19 script right now.

20           All right. So, one, it's about tying us to  
21 the community. One of the things -- one of the  
22 things that I've been tasked with as the interim  
23 executive director is mending, if you will, or  
24 establishing relationships with the county and  
25 other entities around the airport and other

1           airport -- I mean, and other airports as well,  
2           all right?

3                    What -- what would tie us more to the City of  
4           St. Augustine, to the area of Northeast Florida  
5           than be called St. Augustine Airport? A lot of  
6           people here, if you don't -- if you-all do not  
7           know, don't not even realize there's an airport  
8           here.

9                    Like when I worked as an air traffic  
10          controller, I would tell people I worked at the  
11          airport, the Northeast Florida Regional Airport,  
12          and people would ask me where was that at, the  
13          north side of Jacksonville?

14                   Even Craig Airport is called Jax Exec. They  
15          don't call it Northern East -- no. My point I'm  
16          trying to make is, from a branding standpoint, from  
17          a -- from -- if you would scroll down. I'm stuck  
18          on branding.

19                    If you -- from clarity and ease for private  
20          travelers, for improved brand perception and  
21          marketing potential, support for local tourism and  
22          business growth, strengthening community  
23          connection, and so forth and so on.

24                    Again, it's not up to me, but I would say that  
25          as a person who's had to say "Northeast Florida

1 Regional Airport" in just answering the phone, it's  
2 difficult. And I tell you when you drive by that  
3 sign, by the time you get past that sign, you  
4 don't -- you haven't read the whole title of this  
5 airport, but I bet "St. Augustine Airport" will  
6 stand out.

7 So -- but it's only my job to present you-all  
8 with the information. But if I could just give  
9 frame of reference, that's why I spoke for those  
10 brief three minutes. Thank you.

11 MR. OLSON: Question about this.

12 MR. PITTMAN: Yes, sir.

13 MR. OLSON: The state legislature has the  
14 purview to decide what our airport is named?

15 CHAIRMAN LUDLOW: Yes, absolutely.

16 MR. OLSON: I know that there's a statute --  
17 our Authority is named in the statute --

18 MR. PITTMAN: Yes, sir.

19 MR. OLSON: -- and that had to be -- and that  
20 was changed three years ago.

21 MR. PITTMAN: Yes, sir.

22 MR. OLSON: "St. Augustine" was dropped from  
23 it.

24 MR. PITTMAN: Correct.

25 MR. OLSON: But why wouldn't this Authority

1           have the -- the name you're using as a branding  
2           name, why would the state legislature have anything  
3           to do with the branding name of our airport?

4           MR. PITTMAN:   Okay.  Because there is a huge  
5           movement from the public to tie this to the city --

6           MR. OLSON:    Oh.

7           MR. PITTMAN:   -- all right?  So -- so there  
8           are whispers about the name.

9           So, yeah, I did the research.  I read back  
10          three years ago when they did the name change.  And  
11          one of the reasons they said was the name change to  
12          make it -- to attach us to more commercial and to  
13          make it sound like, hey, we're flying outside of  
14          St. Augustine and we're flying all over the region,  
15          right?  Being Northeast Florida Regional Airport,  
16          saying that we're just not tied to the city, but  
17          we're flying outbound.

18          All right.  I read that.  And then, but I also  
19          thought about other airports that do the same  
20          thing, but they're Daytona, they're Jacksonville,  
21          they're Miami, they're the name of the city and  
22          they fly all around.

23          Now you can control whether you're regional,  
24          if you're an exec, if you're a municipal.  You can  
25          add that part on the back end of your name and that

1 part on the back end of your name describes what  
2 your airport does.

3 For example, if we would call ourselves  
4 St. Augustine Executive Airport, that means we're a  
5 private charter GA airport, right? That limits --  
6 that actually explains the mission of the airport.  
7 Like you've got Jax Exec. They don't do  
8 commercial, they do charter and GA.

9 So that's how we would advertise ourselves in  
10 the back end of St. Augustine. So you could  
11 actually, if you wanted to, say St. Augustine  
12 National, St. Augustine Regional. But it's in the  
13 name and the name ties us to the location, a  
14 specific location.

15 MR. BLOCKER: Madam Chair?

16 CHAIRMAN LUDLOW: Yes.

17 MR. BLOCKER: So just -- just from the legal  
18 standpoint, the state legislature charters the  
19 airports. They -- they would -- they would be the  
20 body that would change the name.

21 MR. OLSON: Really?

22 CHAIRMAN LUDLOW: Right. And I'm sure Kim was  
23 going to address that when she stood up.

24 MR. OLSON: Okay. I guess one thing is, I  
25 mean, St. Augustine has a stronger brand name

1           nationally and internationally with the -- with  
2           tourism --

3           MR. PITTMAN:   Yes, sir.

4           MR. OLSON:   -- just very strong with tourism.  
5           But this board in the past year has discussed the  
6           problems of more tourists coming in through our  
7           airport, so --

8           MR. PITTMAN:   Right.

9           MR. OLSON:   -- I don't know.  I mean,  
10          apparently tourists are things we don't want to  
11          come to our airport.  That's -- that was part of  
12          the discussion of not wanting commercial air  
13          service.

14          CHAIRMAN LUDLOW:  No, it --

15          MR. OLSON:   It will just bring tourists was --  
16          I'll tell you it's in the record.

17          MR. PITTMAN:  I read it and I -- I read that,  
18          but I will also say it will bring business as well.

19          MR. OLSON:   No.  I -- I mean, I want to make  
20          it clear, I am not -- I don't align with people  
21          that are saying those things.  No, I don't -- I  
22          think it's great if a tourist arrives in  
23          St. Augustine without a car and gets off an  
24          airplane, that's great.

25          MR. PITTMAN:  Yes, sir.



1           CHAIRMAN LUDLOW: Okay. Did you want to ask  
2 him to speak now or -- on that?

3           MS. KENDALL: I can answer his question.

4           CHAIRMAN LUDLOW: Okay. Let her answer.

5           MS. KENDALL: I'll be quick.

6           CHAIRMAN LUDLOW: Thank you.

7           MS. KENDALL: I know we're going longer.

8           CHAIRMAN LUDLOW: State --

9           MS. KENDALL: To answer your question --

10          CHAIRMAN LUDLOW: -- your name.

11          MS. KENDALL: Through the Chair -- Kim  
12 Kendall, 856 Eagle Point Drive.

13                 Through the Chair to Member Olson, back three  
14 years ago when we changed the name on the  
15 Airport Authority, the name of the airport was also  
16 changed at that time. It is done through what's  
17 called a local bill, and it's something that has to  
18 be -- as Mr. Blocker alluded to, it changes the  
19 laws of Florida. So it cannot be handled at the  
20 local level; it has to be done through a local  
21 bill.

22                 So when Director Pittman approached me, we --  
23 we did the research on that. He brought me  
24 information. It's my understanding that y'all will  
25 be bringing that forth next month. The del- -- the

1 legislative delegation meeting which I'm chairing  
2 is January 10th.

3 If our delegation board votes on, I believe  
4 it's got to be two out of three representatives and  
5 one senator to vote, then you will advertise it and  
6 then it will go through the local bill process at  
7 the state. But that's what happened last time  
8 three years ago.

9 And the big thing, too, they wanted -- they  
10 were advertising it as an airport that goes from  
11 Jacksonville to Daytona. And if -- if you were  
12 living here at that time, there was a cover story,  
13 I still remember, St. Augustine Record with the  
14 first commercial flight that came in here and  
15 because that's how it was advertised, Northeast  
16 Florida Regional Airport, they interviewed a girl  
17 who was a granddaughter. Her grandparents went to  
18 go pick her up in Jacksonville.

19 MR. OLSON: Oh.

20 CHAIRMAN LUDLOW: Absolutely. I remember  
21 that.

22 MR. OLSON: Thank you.

23 CHAIRMAN LUDLOW: Yes, I definitely remember  
24 that. Okay. Now --

25 MS. MARTIN: Public comment?

1           CHAIRMAN LUDLOW:  Yes, Sacha.  We have public  
2 comment.

3           MS. MARTIN:  Okay.  Sacha Martin, 133 Coastal  
4 Hollow Circle.

5           When Skybus first came here and we were all  
6 excited, I did exit interviews of the passengers  
7 and also again when Frontier was here.  And it was  
8 very interesting because they thought they were in  
9 Jacksonville when they got off the plane and in  
10 fact, they had rented cars out of Jacksonville  
11 airport.

12           Also, they found out it was a hub -- that it  
13 was not a hub, excuse me, and they were stuck here.  
14 You know, they were on their way to soccer  
15 tournaments somewhere else.  And so, because it  
16 wasn't a hub, I think that they came here because  
17 their ticket price was cheaper than going into  
18 Jacksonville.

19           CHAIRMAN LUDLOW:  They didn't know.

20           MS. MARTIN:  But the matter is they really --  
21 they were on their way to Orlando, a number of  
22 them, you know.  So they were renting a car here  
23 and going to Orlando to Disney.  But I just wanted  
24 to say that I -- I did those exit interviews and  
25 most of the people thought they were -- they had

1 landed in Jacksonville.

2 CHAIRMAN LUDLOW: Thank you. And I remember  
3 that personally for sure. Any other public comment  
4 on that? Jose?

5 MR. RIERA: Just a quick one.

6 CHAIRMAN LUDLOW: And, Jose, thank you for  
7 showing up. I see you've been doing your duty.

8 MR. RIERA: Jose Riera, 133 Paranza Trace.  
9 Just very quickly.

10 Riverside Airport in Tulsa, Oklahoma, it was  
11 called Riverside for many years. They changed the  
12 name to R.L. Jones, Jr. Nobody called it that  
13 because who wants to go to R.L. Jones, Jr. since  
14 I'm going to Riverside? Recently in the last two  
15 years, they changed back the name just to go like  
16 we want to do with St. Augustine, because nobody  
17 know who R.L. Jones, Jr. is or was, so. Thank you.

18 CHAIRMAN LUDLOW: Very good. Jose -- never  
19 mind. We can wait. You don't have any report, I'm  
20 sorry you were late.

21 MR. RIERA: Yes, I'm sorry I was late. I was  
22 Melbourne flying in. I couldn't make it in time.

23 CHAIRMAN LUDLOW: Okay. I'm sorry you had to  
24 come down for that.

25 All right. Board comment. Public comment.

1 Do -- we don't have anything to vote on?

2 MS. LIOTTA: I guess I -- are -- are you  
3 requesting a vote?

4 MR. PITTMAN: I'm requesting permission to  
5 move forward with this so that I can work with  
6 state legislature and move forward with the name  
7 change.

8 CHAIRMAN LUDLOW: Okay. I need a first and a  
9 second and a vote for permission to move forward  
10 with exploring this with Kim Kendall.

11 MR. CLARKE: I'll move.

12 CHAIRMAN LUDLOW: One motion.

13 MS. LIOTTA: Second.

14 CHAIRMAN LUDLOW: Second motion. Vote?

15 MR. CLARKE: Aye.

16 CHAIRMAN LUDLOW: Vote.

17 MR. OLSON: Aye.

18 CHAIRMAN LUDLOW: Vote.

19 MS. LIOTTA: Aye.

20 CHAIRMAN LUDLOW: I vote aye.

21 MR. CLARKE: We agree. How about that?

22 CHAIRMAN LUDLOW: Hey, I don't know.

23 MS. LIOTTA: I do have --

24 CHAIRMAN LUDLOW: That's a first.

25 MS. LIOTTA: I do have one request, that when

1 we bring it back, if we could get like a financial  
2 analysis. Like I understand Ms. Kendall's --

3 CHAIRMAN LUDLOW: You got me excited.

4 MS. LIOTTA: -- going to be doing some heavy  
5 lifting perhaps for us, which is great, but is  
6 it -- is it going to be any cost? Like, what's the  
7 time commitment, money commitment, if any, from the  
8 Authority so we can -- once -- once this comes, if  
9 it comes back to an additional vote?

10 MR. PITTMAN: Yes, ma'am. Did you catch what  
11 she said, Madam Chair?

12 CHAIRMAN LUDLOW: No.

13 MR. PITTMAN: Oh, she was saying --

14 CHAIRMAN LUDLOW: No one else did.

15 MR. PITTMAN: -- for me to do a financial, I  
16 got you, a financial analysis in reference to any  
17 cost. She understands that Ms. Kim Kendall --  
18 District Representative Kendall will be doing the  
19 heavy lifting, but if there are any costs that are  
20 incurred by us, to bring it back to the board.

21 CHAIRMAN LUDLOW: Okay. Exactly. Thank you.  
22 Thank you for your comment.

23 EXECUTIVE DIRECTOR SEARCH

24 CHAIRMAN LUDLOW: Okay. Now, I would like  
25 to -- in the discretion of time, I guess, our next

1 item is executive director search, and I would like  
2 to clear -- or to finish that like in one fell  
3 swoop and say we -- we agreed at the last meeting  
4 that Jeremiah's firm would come back to the board  
5 with sources for the executive search in January.  
6 I don't see where there needs to be any other  
7 discussion on that because you're going to bring  
8 sources in January.

9 MR. OLSON: That's good. And Michelle isn't  
10 here, so she's the one that's been taking a lead  
11 role on the board, so that sounds good.

12 CHAIRMAN LUDLOW: So executive director number  
13 four is done. Thank you, everybody.

14 MS. LIOTTA: I do have, I guess, a  
15 question/clarification.

16 My recollection was, at the last meeting,  
17 there was going to be a direction to staff, and I  
18 assume having to work with outside counsel, to get  
19 an RFP to do the search firm. So my understanding  
20 was going it's going to be an RFP process because  
21 it's going to -- the expectation's it'll be more  
22 than \$35,000.

23 CHAIRMAN LUDLOW: Right. We didn't consider  
24 that. Courtney?

25 MR. PITTMAN: Yes, ma'am --

1 MS. LIOTTA: I remember a vote and then there  
2 was direction to staff.

3 MR. PITTMAN: So -- yes, ma'am. So what  
4 you-all agreed on that was it would be done by the  
5 end of January and brought to the February --  
6 the -- the two firms, the firms to be brought to  
7 you-all in February, so -- for the RFP program and  
8 you tasked counsel with that.

9 MS. LIOTTA: Okay. Thank you.

10 CHAIRMAN LUDLOW: Thank you for the  
11 clarification. So we don't have to talk about  
12 executive search. Thank you.

13 STAFF REPORTS

14 CHAIRMAN LUDLOW: Now we have staff reports.  
15 Bird -- I'm getting tired, guys -- board member  
16 comments and public comments. So staff reports  
17 with Courtney. If you're long, we're going to take  
18 the microphone away from you.

19 MR. PITTMAN: All right. Staff -- all right.  
20 Staff report.

21 All right. So, at the end -- at the end of  
22 your agenda, you'll see a proposed draft for a  
23 workshop -- it should be the last page of your  
24 agenda packet -- a proposed workshop and agenda  
25 schedule.



1           All right. Then also, I want to take a  
2 moment, I'm sorry, before I go any further. I  
3 wanted to acknowledge Mr. Alan Bock for giving up  
4 his hangar G-2 for Ms. Patty Wagstaff. I thank you  
5 for that. We really didn't have a place for her to  
6 go. Thank you for volunteering and giving her a  
7 place to house her aircraft. I really want to  
8 acknowledge that.

9           CHAIRMAN LUDLOW: The airport does have some  
10 good people. Thank you, Alan.

11          MR. BOCK: You're welcome.

12          MS. LIOTTA: So I guess.

13          CHAIRMAN LUDLOW: Workshop, I mean --

14          MS. LIOTTA: Oh, I was just -- I guess this is  
15 just maybe for the proposed meetings. Is the idea  
16 that we vote to adopt this at the -- maybe at the  
17 next meeting or you're just --

18          MR. PITTMAN: It's just a draft.

19          CHAIRMAN LUDLOW: Are you -- who are you  
20 talking to? You know, you're out of line, I think.  
21 So you're asking Courtney?

22          MS. LIOTTA: Yes, what the intent was for the  
23 proposed -- for the proposed schedule, if he was  
24 going to ask us to vote on it.

25          CHAIRMAN LUDLOW: Oh, no, no, no. Oh, I'm

1           sorry. I apologize, Jennifer. I misunderstood.

2                   So, yes, he's just showing you -- putting it  
3           down in black and white what our meetings will  
4           probably be next year. That's all.

5                   MR. PITTMAN: Because due to holidays getting  
6           in the way of other meetings in the past, I want to  
7           go ahead and have a defined schedule so you can see  
8           the holidays in advance, and if you want to move  
9           things around in reference to said holidays, you  
10          have time --

11                  MS. LIOTTA: Can I make a request?

12                  MR. PITTMAN: Yes, ma'am.

13                  MS. LIOTTA: Could you make sure that our  
14          incoming member gets a copy of this so he has --  
15          because he's going to be impacted by this.

16                  MR. PITTMAN: Uh-huh.

17                  CHAIRMAN LUDLOW: He got a copy of the agenda.

18                  MS. LIOTTA: Okay.

19                  MR. PITTMAN: Done.

20                  CHAIRMAN LUDLOW: Okay. Courtney, anything  
21          else for you?

22                  MR. PITTMAN: Yes, ma'am. I'm almost done.

23                   So the mitigation credits was up there. You  
24          see the -- I got the attachment of operation and  
25          fuel sales. And like I said, I wanted to

1 acknowledge Mr. Bock, and that is it for us on  
2 staff reports and general counsel.

3 CHAIRMAN LUDLOW: Thank you, very much.

4 MR. PITTMAN: You're welcome, ma'am.

5 CHAIRMAN LUDLOW: I loved that brief report.

6 MR. PITTMAN: I aim to please.

7 BOARD MEMBER COMMENTS AND REPORTS

8 CHAIRMAN LUDLOW: Board member comments and  
9 Ms. Jennifer, you want to start that off or have  
10 you commented on everything?

11 MS. LIOTTA: I guess I've commented on  
12 everything. I just maybe wanted to ask the other  
13 board members if everybody's gotten a copy of their  
14 statement of interest. I was able to dig up an old  
15 copy and sent Mr. Pittman one today.

16 CHAIRMAN LUDLOW: Statement, we will get --

17 MR. OLSON: For committees and officer  
18 services.

19 CHAIRMAN LUDLOW: Oh, yes. And that -- and  
20 thank you, yes. Those committees were just for  
21 clarification and informational so everybody can go  
22 through those and think what they are and vote on  
23 in January.

24 MS. LIOTTA: Sorry. The -- the document I was  
25 speaking about was the one where it had the TPO --

1           CHAIRMAN LUDLOW: That's January.

2           MS. LIOTTA: But we need to get those out  
3 ahead of the January meeting. Everyone --

4           CHAIRMAN LUDLOW: We don't do any -- we --  
5 what he did was do the committees. That was one  
6 thing, the committees, and that was for  
7 clarification.

8           And on these other things, they are called  
9 liaisons, you know. And the board has picked those  
10 in the past. One is TPO and -- and  
11 Aerospace Academy and EDC. But we vote on those in  
12 January.

13          MS. LIOTTA: Okay. So maybe to clarify.

14          Per our policy, there is a statement of  
15 interest document that the executive director is  
16 supposed to -- to distribute and get back a certain  
17 deadline ahead of the meeting at which the vote  
18 takes, which I understand is going to be January,  
19 even though our policy says December, an item for  
20 us to clean up on that point.

21          CHAIRMAN LUDLOW: Thank you.

22          MS. LIOTTA: So we've had this document in the  
23 past. When I got the -- the e-mail from  
24 Mr. Pittman with the committees, it seemed to me  
25 that that -- he may have misunderstood those

1 committees to be the indication of interest.

2 So I found my document that was the indication  
3 of interest, one page, and it's the two -- it's the  
4 chair, secretary/treasurer which is one position,  
5 and the -- and the delegations, like TPO,  
6 Aerospace Academy, and Economic Development.

7 CHAIRMAN LUDLOW: Okay. So he can --

8 MS. LIOTTA: So that's the document, per my  
9 understanding in our policy, needs to get filled  
10 out by the all the board members so that when we  
11 show up on January to vote, we know who is  
12 interested in what so we can do the votes.

13 CHAIRMAN LUDLOW: Very good. And Courtney can  
14 send those to each board member if that's okay.

15 MS. LIOTTA: I understand he needs to send  
16 them. I was just asking if those were distributed.

17 CHAIRMAN LUDLOW: They're not in the package.  
18 He will -- he will have to send them to us. You  
19 have your package. It's not in there.

20 Okay. Any other comments? Dennis?

21 MR. CLARKE: No.

22 CHAIRMAN LUDLOW: Bob?

23 MR. OLSON: No. Other than, Mr. Tucker's here  
24 I'm glad to see him and I wish very well. I know  
25 he's going to make wonderful contributions to this

1 Authority. And, Len, I just say make sure that you  
2 get a chair that isn't broken, because to sit in  
3 one of these for three hours that doesn't work very  
4 well is not good.

5 CHAIRMAN LUDLOW: Ah. Now you're giving him  
6 the goody first. He might have to suffer like the  
7 rest of us for a while, you know? Okay. Any other  
8 comments? Jeremiah.

9 MR. BLOCKER: Yes, ma'am. Just very briefly.  
10 Ethics training's coming up, so I'll be sending  
11 y'all an e-mail about that for the end of the year  
12 ethics training.

13 CHAIRMAN LUDLOW: Okay. Yes. So that's good.  
14 Yes, we know all about that. Okay. So, public  
15 comment?

16 PUBLIC COMMENT - GENERAL

17 MS. MARTIN: Yes. What happened with the  
18 problems with the financial audit?

19 CHAIRMAN LUDLOW: We working on that.

20 MS. MARTIN: Oh, okay. Thank you.

21 CHAIRMAN LUDLOW: Any comments? Jose?

22 MR. RIERA: Just a quick comment. Jose Riera,  
23 133 Paranza Trace again.

24 When -- a long time ago, I went to Fernandina  
25 and they were having a waiting list, and the

1           waiting list said you shall put a deposit of this,  
2           which is fully refundable in case you don't get a  
3           hangar within a given period of time, and the  
4           waiting time in Fernandina was somewhat low.

5           So I would like the board to consider that  
6           option as well, because I think when I first got on  
7           the list here, there were over 200 people and I got  
8           a couple of chances in which somebody called me and  
9           says, Hey, I've got a hangar but I don't have a  
10          plane. And I go, Are you a pilot? No, I'm not.  
11          And then somebody else who was a student pilot was  
12          on the hangar list. And I'm thinking I have an  
13          airplane, I can put an airplane right away, but I'm  
14          not going to put you on my list because you're not  
15          a pilot because of insurance reasons.

16          So, that's a consideration that I would like  
17          the board to consider. And maybe that would  
18          shorten the list and the waiting time as well.

19          CHAIRMAN LUDLOW: And we -- that is in  
20          process, also. And that's more than just asking  
21          for a deposit. That goes into accounting where we  
22          put the deposits and how the interest or all of  
23          that stuff.

24          So that is definitely being worked on.  
25          Connie, I'm sure -- Connie is our accountant. So

1 Connie Worley is our accountant, and we're breaking  
2 her in viciously.

3 MS. MARTIN: Breaking?

4 CHAIRMAN LUDLOW: I'm sorry. Viciously. I  
5 mean, she had so much to catch up on. You know, we  
6 really abused her. So, if there are no other  
7 comments, I'd like a motion to adjourn.

8 MR. CLARKE: So move.

9 CHAIRMAN LUDLOW: So move. Meeting adjourned.  
10 Merry Christmas.

11 (Meeting adjourned at 6:12 p.m.)

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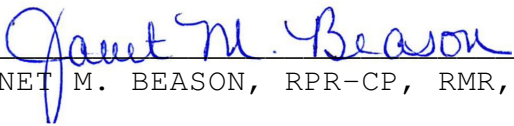
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REPORTER'S CERTIFICATE

STATE OF FLORIDA       )  
COUNTY OF ST. JOHNS   )

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

Dated this 19th day of December, 2024.

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

<p><b>CHAIRMAN LUDLOW: [200]</b> <b>COMMISSIONER TAYLOR: [12]</b> 11/9 11/22 12/1 12/3 12/6 12/12 12/19 12/22 12/24 13/2 13/5 13/7 <b>MR. BEYERS: [2]</b> 13/9 13/12 <b>MR. BLOCKER: [28]</b> 7/17 9/23 14/8 14/11 14/17 14/20 16/25 24/21 55/22 56/1 65/22 65/24 74/7 75/9 75/16 75/25 76/3 76/7 76/12 76/15 79/11 79/23 80/8 80/15 81/5 103/15 103/17 118/9 <b>MR. BOCK: [1]</b> 113/11 <b>MR. CLARKE: [40]</b> 3/8 3/10 3/13 3/16 3/19 4/14 5/5 13/14 20/7 20/10 20/16 21/5 21/24 22/3 24/3 34/7 36/1 46/6 46/8 46/16 46/24 47/3 48/10 52/16 56/4 58/9 59/8 64/19 65/14 74/24 75/2 75/19 75/21 76/19 76/22 109/11 109/15 109/21 117/21 120/8 <b>MR. DEPUTY: [2]</b> 13/21 52/1 <b>MR. LIOTTA: [2]</b> 23/24 50/7 <b>MR. 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PITTMAN: [82]</b> 5/14 9/6 23/22 25/1 43/24 44/4 46/14 46/22 47/2 47/5 51/24 64/5 64/9 64/12 64/14 64/16 67/16 67/18 68/2 68/7</p>	<p>69/1 69/5 69/10 69/13 70/17 70/21 72/9 72/17 78/6 78/15 78/18 79/6 81/16 81/19 84/13 87/11 87/13 90/8 90/10 90/14 91/10 92/25 93/8 94/8 94/11 94/17 95/2 95/21 96/6 96/10 96/14 97/1 97/3 97/9 97/25 98/4 99/18 101/12 101/18 101/21 101/24 102/4 102/7 104/3 104/8 104/17 104/25 109/4 110/10 110/13 110/15 111/25 112/3 112/19 113/18 114/5 114/12 114/16 114/19 114/22 115/4 115/6 <b>MR. RIERA: [5]</b> 84/12 108/5 108/8 108/21 118/22 <b>MR. ROBERTS: [33]</b> 14/9 14/14 14/18 15/1 17/3 17/6 17/9 18/2 18/10 19/25 20/4 22/2 22/4 23/2 23/5 23/13 24/11 24/16 25/22 25/24 56/8 56/10 58/10 59/14 62/5 62/18 64/6 64/20 65/20 65/23 66/12 67/14 79/15 <b>MR. SINGLETARY: [11]</b> 65/16 66/1 66/4 70/19 70/22 71/2 71/8 71/14 71/18 71/23 72/23 <b>MR. TUCKER: [2]</b> 52/20 54/7 <b>MS. KENDALL: [5]</b> 105/3 105/5 105/7 105/9 105/11 <b>MS. LIOTTA: [91]</b> 5/6 5/16 5/19 6/2 6/21 7/10 7/12 10/15 15/3 15/17 15/19 16/3 16/7 16/22 17/1 18/17 18/21 18/25 20/24 21/3 21/12 23/1 23/10 23/12 23/18 24/1 24/5 24/13 39/12 43/21 61/2 61/4 62/10 62/19 63/13 63/15 63/19 63/21 63/24 64/1 64/3 64/10 64/13 64/15 64/18 65/1 67/2 68/1 68/6 68/24 69/2 69/6 69/11 71/25 72/10 72/24 74/1 74/9 74/15 75/6 77/2 77/6 78/8 78/17 78/24 79/7 94/12 94/18 95/3 109/2 109/13 109/19 109/23 109/25 110/4 111/14 112/1 112/9 113/12 113/14 113/22 114/11 114/13 114/18 115/11</p>	<p>115/24 116/2 116/13 116/22 117/8 117/15 <b>MS. MARTIN: [6]</b> 106/25 107/3 107/20 118/17 118/20 120/3 <b>MS. SANTIAGO: [2]</b> 81/18 91/9 <b>\$</b> <b>\$35,000 [1]</b> 111/22 <b>'</b> <b>'28 [1]</b> 49/5 <b>'29 [1]</b> 49/5 <b>'30 [1]</b> 49/6 <b>0</b> <b>0570 [1]</b> 1/25 <b>1</b> <b>1.75 [2]</b> 64/19 65/12 <b>10,000-square-foot [8]</b> 28/19 30/7 30/9 30/19 41/20 54/18 54/20 54/22 <b>10/24 [1]</b> 4/6 <b>100 [2]</b> 1/17 95/21 <b>100 percent [1]</b> 6/14 <b>107 [1]</b> 87/7 <b>1089 [1]</b> 52/1 <b>10th [1]</b> 106/2 <b>11 [1]</b> 2/6 <b>110 [1]</b> 2/9 <b>112 [1]</b> 2/11 <b>114 [1]</b> 2/13 <b>118 [1]</b> 2/12 <b>12 [2]</b> 87/22 87/22 <b>120 [1]</b> 2/14 <b>121 [1]</b> 2/15 <b>123 [1]</b> 86/17 <b>125 [1]</b> 82/21 <b>1260 [1]</b> 1/24 <b>13 [4]</b> 2/8 14/1 37/11 69/23 <b>133 [3]</b> 107/3 108/8 118/23 <b>14 [1]</b> 2/8 <b>15 [2]</b> 64/2 86/17 <b>15 percent [6]</b> 30/11 41/17 41/19 44/2 44/5 44/6 <b>15 percent's [1]</b> 41/24 <b>1633 [1]</b> 1/19 <b>17 [3]</b> 63/17 63/20 63/25 <b>172 [4]</b> 35/2 87/22 89/21 89/24 <b>19 [5]</b> 96/4 96/5 96/8 96/12 97/12 <b>19th [1]</b> 121/10 <b>2</b> <b>20 [2]</b> 54/3 83/7 <b>20-year [1]</b> 54/2 <b>200 [1]</b> 119/7</p>	<p><b>2018 [1]</b> 84/11 <b>2024 [3]</b> 1/6 3/3 121/10 <b>2024-13 [2]</b> 2/8 14/1 <b>2025 [1]</b> 70/18 <b>2034 [1]</b> 77/20 <b>22 [1]</b> 86/17 <b>23 [1]</b> 4/6 <b>24 [1]</b> 4/6 <b>26 [1]</b> 4/4 <b>3</b> <b>30 [1]</b> 27/7 <b>300 [2]</b> 34/23 48/14 <b>32084 [1]</b> 1/25 <b>32086 [1]</b> 1/17 <b>32205 [1]</b> 1/19 <b>34 [1]</b> 85/6 <b>38 [1]</b> 87/7 <b>39 [1]</b> 37/6 <b>4</b> <b>40 [1]</b> 54/1 <b>400 [2]</b> 48/10 48/12 <b>414 [1]</b> 1/17 <b>4640 [1]</b> 50/7 <b>4730 [1]</b> 1/4 <b>49 [1]</b> 85/7 <b>4:00 [1]</b> 1/7 <b>5</b> <b>5190.6 [1]</b> 83/2 <b>59 [2]</b> 86/12 86/13 <b>5th [1]</b> 10/16 <b>6</b> <b>6 million [1]</b> 71/17 <b>66 [1]</b> 85/5 <b>6:12 [2]</b> 1/7 120/11 <b>8</b> <b>8/26 [1]</b> 4/4 <b>81 [1]</b> 2/8 <b>825-0570 [1]</b> 1/25 <b>856 [1]</b> 105/12 <b>9</b> <b>9/23 [1]</b> 4/6 <b>9/9 [2]</b> 4/4 4/5 <b>904 [1]</b> 1/25 <b>96 [1]</b> 85/6 <b>97 [1]</b> 2/9 <b>9th [2]</b> 3/3 10/17 <b>A</b> <b>ability [3]</b> 29/1 60/17 72/6 <b>able [9]</b> 8/13 39/18 40/21 41/25 54/18 54/20 54/23 79/9 115/14 <b>about [71]</b> 6/1 7/19 8/10 11/15 11/16 16/15 16/15 17/18 18/3 19/6 21/10 21/15 21/19 22/10 25/10 25/11 25/12 28/4 28/15 30/12</p>	<p>31/14 31/24 32/15 33/1 33/17 36/19 36/23 37/22 37/22 41/4 41/7 45/21 46/4 47/22 48/18 49/13 50/23 57/2 58/11 60/12 62/8 64/11 65/7 66/16 67/12 68/24 70/3 71/6 73/6 77/17 81/20 86/19 91/11 91/20 92/16 92/16 94/13 94/15 94/23 95/6 98/6 99/15 99/20 101/11 102/8 102/19 109/21 112/11 115/25 118/11 118/14 <b>above [1]</b> 56/25 <b>abrogate [1]</b> 42/10 <b>ABSENT [1]</b> 1/12 <b>absolute [1]</b> 49/2 <b>absolutely [17]</b> 8/18 9/6 9/6 11/9 12/1 12/3 12/7 12/24 46/22 47/2 50/14 56/15 56/17 90/15 97/5 101/15 106/20 <b>abused [1]</b> 120/6 <b>abutting [1]</b> 77/15 <b>academic [3]</b> 29/4 32/13 59/24 <b>Academy [2]</b> 116/11 117/6 <b>accept [2]</b> 4/13 4/23 <b>access [8]</b> 34/18 46/12 46/14 57/16 59/13 64/22 64/24 66/22 <b>accommodate [3]</b> 35/9 35/10 83/10 <b>accomplish [2]</b> 46/25 66/25 <b>accomplished [1]</b> 93/24 <b>accountant [2]</b> 119/25 120/1 <b>accounting [1]</b> 119/21 <b>accusing [3]</b> 86/1 86/2 86/3 <b>achieve [2]</b> 35/13 92/23 <b>Achieved [1]</b> 82/12 <b>acknowledge [5]</b> 6/14 81/23 113/3 113/8 115/1 <b>acquisition [1]</b> 77/14 <b>across [3]</b> 47/8 69/22 69/23 <b>act [3]</b> 16/11 19/5 46/19 <b>acted [1]</b> 49/24 <b>action [2]</b> 79/4 93/5 <b>actions [1]</b> 83/20 <b>active [1]</b> 82/10 <b>actively [2]</b> 21/18 59/10 <b>activity [2]</b> 37/14 82/24 <b>actually [11]</b> 16/14</p>
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26/20 26/23 29/18 29/18 31/7 31/8 32/7 32/25 33/24 34/4 35/12 35/20 36/9 36/9 36/14 36/21 37/1 37/11 38/13 39/21 42/12 44/24 45/5 45/8 46/1 47/15 48/13 50/11 50/14 50/17 51/4 51/8 52/8 57/2 58/18 62/8 64/7 64/18 65/11 65/14 66/25 68/16 68/24 70/1 70/5 71/5 71/17 74/5 75/8 75/15 75/20 77/16 77/19 78/4 78/23 79/18 81/13 82/4 82/17 84/11 85/22 85/23 85/24 87/4 88/7 88/7 88/12 88/13 88/17 88/23 90/14 92/16 93/8 93/13 93/25 95/3 96/4 96/14 97/6 97/11 98/22 98/25 100/3 100/3 101/14 103/1 106/7 110/10 112/3 113/22 114/3 115/22 116/5 117/12 118/17</p> <p><b>what's [9]</b> 21/25 54/10 57/5 60/7 60/16 89/5 97/22 105/16 110/6</p> <p><b>whatever [8]</b> 8/5 17/22 32/9 60/23 61/11 67/24 68/10 68/17</p> <p><b>whatsoever [1]</b> 89/12</p> <p><b>when [47]</b> 7/22 8/14 15/4 15/21 16/24 19/10 19/18 24/20 27/12 34/9 34/9 37/20 40/18 40/22 41/18 45/25 51/3 52/6 55/2 57/9 63/3 63/10 65/21 72/18 86/18 91/17 92/2 92/22 93/2</p>	<p>93/23 94/15 95/5 96/18 100/9 101/2 102/10 103/23 105/14 105/22 107/5 107/7 107/9 109/25 116/23 117/10 118/24 119/6</p> <p><b>where [41]</b> 7/13 8/16 25/19 26/4 26/5 26/18 26/23 30/11 32/18 36/4 38/7 42/5 46/19 46/19 47/14 48/6 48/7 49/14 50/22 52/24 53/4 53/9 53/16 60/5 61/10 62/14 63/13 63/16 67/19 67/23 69/20 72/15 84/23 85/8 85/12 95/20 97/3 100/12 111/6 115/25 119/21</p> <p><b>whereas [4]</b> 14/17 14/18 14/21 33/20</p> <p><b>whereases [1]</b> 14/24</p> <p><b>whether [9]</b> 22/5 22/15 33/6 54/17 66/5 80/6 80/11 81/3 102/23</p> <p><b>which [29]</b> 19/13 25/7 30/1 37/1 41/9 41/11 44/22 51/8 56/13 61/9 61/23 61/25 65/8 66/7 66/8 70/3 70/24 71/11 71/11 77/20 78/21 86/17 106/1 110/5 116/17 116/18 117/4 119/2 119/8</p> <p><b>while [4]</b> 47/21 58/3 99/12 118/7</p> <p><b>whispers [1]</b> 102/8</p> <p><b>white [2]</b> 95/24 114/3</p> <p><b>who [22]</b> 15/23 20/11 20/16 34/18 41/12 44/10 51/13 51/14 55/4 57/5 73/2 77/12 86/24 89/20 91/16 92/8 106/17 108/13 108/17 113/19 117/11 119/11</p> <p><b>who's [5]</b> 15/21 27/16 41/6 41/7 100/25</p> <p><b>whoever [1]</b> 45/6</p> <p><b>whole [8]</b> 21/7 35/14 35/15 44/12 46/23 73/17 74/2 101/4</p> <p><b>why [30]</b> 16/4 17/17 26/5 26/10 26/11 26/12 26/13 27/10 28/6 28/6 31/12 43/15 44/25 45/21 46/3 47/16 47/22 50/22 50/24 50/25 56/23 75/19 81/7 83/5 84/16 86/6 92/14 101/9 101/25 102/2</p> <p><b>will [41]</b> 3/6 9/18 10/12 12/4 14/19 25/17 30/15 32/16 35/9 35/9 40/25 41/10 44/4 47/9 49/9 50/4 55/19 58/21 58/21 70/24 83/22 83/24</p>	<p>87/24 88/1 92/12 93/4 98/6 98/15 99/23 101/5 104/15 104/18 104/18 105/24 106/5 106/6 110/18 114/3 115/16 117/18 117/18</p> <p><b>willing [1]</b> 44/9</p> <p><b>wind [1]</b> 31/18</p> <p><b>window [4]</b> 17/15 22/19 26/18 27/24</p> <p><b>window's [1]</b> 22/20</p> <p><b>wings [1]</b> 86/20</p> <p><b>wish [1]</b> 117/24</p> <p><b>within [2]</b> 83/17 119/3</p> <p><b>without [7]</b> 26/6 27/6 31/1 49/3 92/4 96/23 104/23</p> <p><b>won't [8]</b> 9/18 9/18 16/17 40/18 43/17 44/5 73/16 97/6</p> <p><b>wonderful [2]</b> 10/5 117/25</p> <p><b>word [4]</b> 17/8 17/25 52/24 54/15</p> <p><b>work [12]</b> 8/3 19/15 29/24 32/13 42/24 45/20 74/3 90/22 99/12 109/5 111/18 118/3</p> <p><b>worked [6]</b> 57/21 60/11 91/21 100/9 100/10 119/24</p> <p><b>workflow [1]</b> 90/18</p> <p><b>working [5]</b> 38/3 40/23 51/5 69/14 118/19</p> <p><b>works [2]</b> 41/21 49/7</p> <p><b>workshop [7]</b> 4/4 4/6 67/4 74/17 112/23 112/24 113/13</p> <p><b>workshopped [1]</b> 50/22</p> <p><b>world [3]</b> 29/19 31/21 98/14</p> <p><b>Worley [1]</b> 120/1</p> <p><b>would [124]</b></p> <p><b>wouldn't [8]</b> 16/4 34/23 37/17 49/4 62/19 80/10 96/22 101/25</p> <p><b>writing [2]</b> 76/21 89/1</p> <p><b>written [6]</b> 20/19 40/16 42/6 78/25 94/21 95/7</p> <p><b>wrong [9]</b> 14/16 55/1 55/10 72/18 88/7 93/20 93/21 94/2 95/23</p>	<p>97/16 102/9</p> <p><b>year [11]</b> 37/7 54/2 57/24 70/18 72/20 94/5 94/5 96/17 104/5 114/4 118/11</p> <p><b>years [14]</b> 27/7 45/15 45/24 54/3 57/21 88/11 91/17 97/7 101/20 102/10 105/14 106/8 108/11 108/15</p> <p><b>yellow [1]</b> 82/18</p> <p><b>yes [67]</b> 5/19 5/20 7/17 11/9 11/22 12/3 12/19 12/22 13/2 14/8 14/20 16/9 17/7 20/9 23/3 23/4 35/3 35/24 46/7 55/22 56/3 61/3 63/24 64/16 69/5 70/21 72/9 72/23 75/4 75/5 75/6 75/6 75/7 75/25 76/6 76/7 77/7 79/20 87/13 91/9 94/11 96/6 97/9 99/17 101/12 101/15 101/18 101/21 103/16 104/3 104/25 106/23 107/1 108/21 110/10 111/25 112/3 113/22 114/2 114/12 114/22 115/19 115/20 118/9 118/13 118/14 118/17</p> <p><b>yet [7]</b> 18/20 37/12 60/14 60/15 70/16 70/17 71/23</p> <p><b>you [357]</b></p> <p><b>you'd [1]</b> 76/10</p> <p><b>you'll [2]</b> 35/9 112/22</p> <p><b>you're [29]</b> 8/14 45/1 54/8 62/7 66/7 68/10 68/10 68/18 69/8 69/20 70/19 74/25 92/23 96/14 97/3 97/5 102/1 102/23 102/24 102/24 111/7 112/17 113/11 113/17 113/20 113/21 115/4 118/5 119/14</p> <p><b>you've [9]</b> 15/2 22/10 34/15 55/11 84/10 86/24 94/3 103/7 108/7</p> <p><b>you-all [5]</b> 44/25 100/6 101/7 112/4 112/7</p> <p><b>young [1]</b> 84/19</p> <p><b>your [27]</b> 7/11 11/24 12/20 22/15 28/7 46/1 47/14 49/25 52/14 52/23 59/6 63/9 73/24 82/3 82/6 94/12 98/20 102/25 103/1 103/2 105/9 105/10 108/7 110/22 112/22 112/23 117/19</p> <p><b>yourself [1]</b> 11/8</p>
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