

In the Matter of:

St. Johns County Airport Authority Regular Meeting

REGULAR MEETING

June 16, 2025



1260 North Ponce de Leon Blvd., Suite E
St Augustine, FL 32084
(904) 825-0570 www.staugcr.com

ST. JOHNS COUNTY AIRPORT AUTHORITY

Regular Meeting

held in The Conference Center Meeting Room

4730 Casa Cola Way

St. Augustine, Florida

on Monday, June 16, 2025

from 4:00 p.m. to 6:35 p.m.

* * * * *

BOARD MEMBERS PRESENT:

REBA LUDLOW, Chairman
DENNIS CLARKE, Treasurer
MICHELLE CASH-CHAPMAN
JENNIFER LIOTTA
LEN TUCKER

* * * * *

ALSO PRESENT:

CINDY A. LAQUIDARA, ESQUIRE, Akerman, LLP, 50 North
Laura Street, Suite 3100, Jacksonville, Florida,
32202, Interim General Counsel.

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

1	I N D E X	
2		PAGE
3	CALL TO ORDER	3
4	PLEDGE OF ALLEGIANCE	3
5	ROLL CALL	3
6	MINUTES APPROVAL	5
7	AGENDA APPROVAL	8
8	BUSINESS PARTNER UPDATES	12
9	CONSENT AGENDA	
10	Financial Report	15
11	NEW BUSINESS ITEMS:	
12	Review of General Counsel RFQ Responses	24
13	Authorization to Replace Airport Vehicles	Tabled
14	STAFF REPORTS	
15	Courtney Pittman, Interim Executive Director	Tabled
16	PUBLIC COMMENT - GENERAL	Tabled
17	MEMBER COMMENTS AND REPORTS	Tabled
18	ADJOURNMENT	143
19	REPORTER'S CERTIFICATE	144
20	ERRATA SHEET	145
21		
22		
23		
24		
25		

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

2 CHAIRMAN LUDLOW: It's 4:00, and it is time to
3 call the meeting to order, please. What is it,
4 June 16th, 2025, and we are calling the meeting to
5 order. Thank you. Would you please stand for the
6 Pledge?

7 (Pledge of Allegiance).

8 CHAIRMAN LUDLOW: Thank you. Turn your cell
9 phone off. Even me.

10 ROLL CALL

11 CHAIRMAN LUDLOW: Okay. We're going to do
12 roll call and then I would like to introduce our
13 guests today.

14 So, Ms. Cash-Chapman?

15 MS. CASH-CHAPMAN: Present.

16 CHAIRMAN LUDLOW: Mr. Clarke, he's going to be
17 late, but I think he will show up. Ms. Liotta?

18 MS. LIOTTA: Here.

19 CHAIRMAN LUDLOW: Mr. Tucker?

20 MR. TUCKER: Here.

21 CHAIRMAN LUDLOW: Ms. Ludlow, here. So we
22 have four out of the five, so we definitely have a
23 quorum.

24 And at this time, I'd like to welcome a
25 guests, and -- that I want to thank the tenants and

1 stakeholders for being here. Boy, some of you guys
2 really tough it out with us, don't you? And that's
3 a good thing.

4 So would the guests please stand up and state
5 your name? No?

6 MS. LAQUIDARA: Madam Chair, are you referring
7 to the respondents to the request for proposals for
8 legal counsel?

9 CHAIRMAN LUDLOW: Can I just call them guests
10 at this point?

11 MS. LAQUIDARA: Yes, you can. I'm just
12 clarifying that's who you're asking to stand up.

13 CHAIRMAN LUDLOW: Yes, yes, yes.

14 MS. HODGES: Thank you. So --

15 CHAIRMAN LUDLOW: Name and --

16 MS. HODGES: Lawsikia Hodges, office of
17 general counsel Smith, Gambrell & Russell, LLP.

18 CHAIRMAN LUDLOW: Thank you.

19 MS. MARKS: Kem L. Marks, Esquire.

20 CHAIRMAN LUDLOW: Okay.

21 MR. WALKER: And you've got Christopher Walker
22 and Jeffrey Kempf from Lippes Mathias.

23 CHAIRMAN LUDLOW: Jeffrey. Thank you.

24 MS. BACH: Tammi Bach from Trask Daigneault.

25 CHAIRMAN LUDLOW: Thank you.

1 MR. JENNISON: Peter Jennison, The Jennison
2 Firm. St. Augustine.

3 CHAIRMAN LUDLOW: Thank you. We're really
4 happy to have you here. Nice to see some new
5 faces.

6 MINUTES APPROVAL

7 CHAIRMAN LUDLOW: So we will carry on. So,
8 the first thing on the agenda would be the approval
9 of the minutes from May 19th, 2025 board meeting.
10 Are there any additions/corrections to the minutes?
11 Ms. Liotta.

12 MS. LIOTTA: I have a correction.

13 CHAIRMAN LUDLOW: Yes.

14 MS. LIOTTA: At the last meeting, I made a
15 statement laying out why I believed in support of a
16 motion to -- for the board to take up the agenda
17 item of the possible termination of Mr. Pittman,
18 and in part of that statement, I talked about a
19 dual employment that the board was unaware of, and
20 I stated that that dual employment was with the
21 tower operator, Robinson Aviation, and I referred
22 to Robinson as a contractor to the airport. That
23 was incorrect to the extent that Robinson Aviation
24 is a contractor for the FAA, not for the airport
25 directly.

1 Otherwise, I believe that everything in my
2 statement I still believe is true and correct and I
3 support. The -- I believe the core of this board
4 is to provide guide -- policy guidance and
5 oversight of the staff, and if we're not willing to
6 do all of our job of -- we should look at ourselves
7 hard in the mirror and decide if we should be on
8 this board.

9 CHAIRMAN LUDLOW: Thank you. We will adjust
10 the minutes as requested.

11 MR. TUCKER: Move to approve.

12 CHAIRMAN LUDLOW: We need to approve?

13 MR. TUCKER: Move to approve.

14 CHAIRMAN LUDLOW: Move to approve. So all in
15 favor to correct the minutes, please say aye.
16 Wait.

17 MS. LAQUIDARA: May I? I'm sorry.

18 CHAIRMAN LUDLOW: Please. No, that's your
19 job.

20 (Mr. Clarke enters the room.)

21 MS. LAQUIDARA: The -- correcting what was
22 said, the minutes reflect what was said --

23 CHAIRMAN LUDLOW: Yes.

24 MS. LAQUIDARA: -- and so, if what was said
25 was -- was not correctly noted, that's when we

1 amend it.

2 If you want a clarification of what was said
3 because of subsequent knowledge, I would just
4 mention that at the board meeting. It's in the
5 minutes for this meeting.

6 MS. LIOTTA: Okay. Thank you. So I guess I
7 can just make a clarification, not a correction,
8 because what -- I'm sure I didn't say that what the
9 court reporter took down was incorrect as to my
10 statements at the time. They -- I had subsequent
11 knowledge that corrected a misunderstanding I had
12 as to the tower.

13 MR. TUCKER: Then I -- then I move to approve
14 the minutes as submitted.

15 MS. LAQUIDARA: Thank you.

16 CHAIRMAN LUDLOW: Yes, thank you. And all in
17 favor, say aye again as amended. And welcome,
18 Dennis.

19 MR. CLARKE: Thank you. Sorry I'm late.

20 CHAIRMAN LUDLOW: And now we have a full
21 house, all five members.

22 MS. LAQUIDARA: Was there a vote for the
23 minutes?

24 CHAIRMAN LUDLOW: I said -- oh, we have to
25 vote again? I just said all in favor, say aye.

1 MS. LAQUIDARA: Okay. I'm sorry. I'm not
2 sure that we caught that.

3 CHAIRMAN LUDLOW: Okay. So, all in --

4 THE COURT REPORTER: I didn't get the second.

5 CHAIRMAN LUDLOW: All in -- okay. We --

6 THE COURT REPORTER: Whoever seconded, I
7 didn't --

8 MS. CASH-CHAPMAN: I'll second the motion to
9 approve the minutes.

10 CHAIRMAN LUDLOW: Okay. We have a first and a
11 second to approve the minutes as amended. All in
12 favor, say aye.

13 MR. CLARKE: Aye.

14 MS. LIOTTA: Aye.

15 MS. CASH-CHAPMAN: Aye.

16 MR. TUCKER: Aye.

17 CHAIRMAN LUDLOW: Aye. Does that do it?
18 Okay. It takes a village. Thank you.

19 AGENDA APPROVAL

20 CHAIRMAN LUDLOW: Okay. So we have our
21 minutes approval. Next thing on the agenda is
22 agenda approval. So, does anyone have any
23 additions or deletions or want to change anything
24 on the agenda?

25 MS. LIOTTA: I -- I have --

1 CHAIRMAN LUDLOW: Please ask -- yes.

2 MS. LIOTTA: I would like to make a motion to
3 add an agenda item for the exec- -- executive
4 director search.

5 CHAIRMAN LUDLOW: You know what? Let me
6 clarify that, please.

7 I was just reading that to make a motion to
8 change something on the agenda, if it was something
9 that had come up before, then it should have been
10 answered before the meeting.

11 MS. LAQUIDARA: The -- the -- you're in a very
12 technical area. Only if it had been brought up for
13 a vote and -- and voted down, then under
14 legislative rules, but I'd have to look at your
15 bylaws, it could not be brought up again.

16 My recollection is at the last board meeting,
17 it was a motion to terminate him that day, as
18 opposed to today's motion is to start a search,
19 which does not necessarily implicate terminating
20 Mr. Pittman; it just has a search. So I think it's
21 slightly different.

22 CHAIRMAN LUDLOW: Okay.

23 MS. LIOTTA: Yeah. And for clarification, the
24 board made a -- there was a -- a vote last year, I
25 believe it was at the December meeting, on this

1 topic, and since then, there -- it's old business
2 essentially that I would like to -- that has not
3 been put on recent agendas, and I think it would be
4 useful for the board to look into the status and
5 move it forward.

6 CHAIRMAN LUDLOW: Okay. So we need a motion,
7 a first and second, to add to the agenda search for
8 executive director. Do I have a first and a
9 second?

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

11 CHAIRMAN LUDLOW: We don't -- yours is first?
12 You made the motion.

13 MS. LIOTTA: (Nods head.)

14 MS. CASH-CHAPMAN: That was her motion.

15 CHAIRMAN LUDLOW: And you're the second?

16 MS. CASH-CHAPMAN: Yes.

17 CHAIRMAN LUDLOW: So we have a first and a
18 second to add executive search to the agenda. All
19 in favor, say aye.

20 MS. CASH-CHAPMAN: Aye.

21 MR. TUCKER: Aye.

22 MS. LIOTTA: Aye.

23 CHAIRMAN LUDLOW: Aye. Any opposed?

24 MR. CLARKE: Aye. I'm opposed.

25 CHAIRMAN LUDLOW: Okay. We have four ayes and

1 one no, so the ayes have it. So we will add that
2 to the agenda under I guess as number three before
3 staff reports.

4 Because then we'll start staff reports,
5 counsel reports, then board member comments and
6 all. So we will do it after -- after number two,
7 so it will be number two and a half. Are there any
8 other changes to the agenda?

9 (None.)

10 CHAIRMAN LUDLOW: Then I need a first and a
11 second to approve.

12 MS. CASH-CHAPMAN: I make a motion to approve
13 today's agenda reflecting the changes we just made.

14 CHAIRMAN LUDLOW: Second?

15 MS. LIOTTA: I'll second.

16 CHAIRMAN LUDLOW: We have a first and a second
17 to approve the agenda as adding the change. All in
18 favor, say aye.

19 MR. CLARKE: Aye.

20 MS. LIOTTA: Aye.

21 MS. CASH-CHAPMAN: Aye.

22 MR. TUCKER: Aye.

23 CHAIRMAN LUDLOW: Aye. Any opposed?

24 (None.)

25 CHAIRMAN LUDLOW: So it passes five to zero.

1 So we have the agenda set. Thank you.

2 BUSINESS PARTNER UPDATES

3 CHAIRMAN LUDLOW: Our next thing on the agenda
4 would be -- is the fun part. Business partner
5 up- -- it's so nice to have a fun part after you go
6 through the other part. So our business partner
7 updates. Ms. Ann Taylor? Oh.

8 MS. SANTIAGO: Unfortunately she had a prior
9 commitment.

10 CHAIRMAN LUDLOW: Oh, okay. We'll miss her.
11 Okay. Mr. Vinny Beyers?

12 MR. BEYERS: No comment.

13 CHAIRMAN LUDLOW: Vinny is here. He said no
14 comment. Mr. Brent McCammon?

15 MR. RIERA: On his behalf.

16 CHAIRMAN LUDLOW: Yeah. Name and address.

17 MR. RIERA: Jose Riera, 133 Paranza Trace.

18 I'm taking place of Brent McCammon right now.
19 He could not make it here. I am doing this on
20 behalf of SAAPA.

21 Basically, the first thing we have is we had a
22 successful Wings n' Wheels. From the aviation
23 side, it was successful in the sense that we
24 completed the show without any incidents.

25 There were a couple of hiccups, and my request

1 at the moment is to have the Airport Authority or
2 the executive director to convene a meeting so we
3 can have a hogwash in order to discuss what went
4 well and what didn't so we can solve the problem.
5 Otherwise, we're going to continue having those --
6 these little hiccups that are going to create more
7 as the event grows larger and larger. So I would
8 request that meeting.

9 CHAIRMAN LUDLOW: I would -- I was request --
10 not requested. I was corrected to say a debrief.
11 We need a good debrief.

12 MR. RIERA: Yes, we do. Hogwash, as we call
13 it in some other areas. A good debrief. And I'd
14 like to have it done before the end of the month
15 when it is really fresh in our minds --

16 CHAIRMAN LUDLOW: Yes.

17 MR. RIERA: -- because it's really important
18 that we have a lot of these little issues taken
19 care of.

20 In regards to other things, I'm going to put
21 my Coast Guard hat on right now, so Coast Guard
22 Auxiliary. Basically we're having two weeks away
23 from Operation Dry Water. So all of you that are
24 boaters, if you go out on the water during the 4th
25 of July weekend, be aware that there's going to be

1 a full force taking care of any boaters that are
2 driving under the influence, boating under the
3 influence and there'll be stiff penalties. So, if
4 you're boating, wear your life jackets, avoid
5 alcohol, and boat safely. We're going to be out
6 there in -- enforcing the rules of the boats.

7 Other than that, Wings n' Wheels is the main
8 thing that I wanted to discuss and please let's
9 have a meeting as soon as possible. Thank you.

10 CHAIRMAN LUDLOW: Wings n' Wheels was a very
11 great success. Just off the top of my head, this
12 isn't accurate, but we had like -- actually, we can
13 get it accurate. I thought we had about 150 cars
14 and about 22 planes, correct, Ethan?

15 MR. TUCKER: I thought it was closer to 300.

16 MR. COLL: Yes, ma'am. We had like over 500
17 cars, over 3,000 people, and I believe 22 planes.

18 CHAIRMAN LUDLOW: Oh, my goodness. That was
19 (clapping). That was a great success. Thank you
20 so much. I tell you, it gets bigger and better all
21 the time. We get smarter, too.

22 So, I see you, Nate. So thank you, Jose. And
23 Nate McKendrick from Northrop Grumman is here
24 today.

25 MR. MCKENDRICK: I'm here today taking notes,

1 but thank you, I don't have anything to add.

2 CHAIRMAN LUDLOW: To report?

3 MR. MCKENDRICK: Nothing, no. It's all top
4 secret.

5 CHAIRMAN LUDLOW: Well, we're happy to see
6 your face, for sure.

7 MR. MCKENDRICK: Thanks.

8 CHAIRMAN LUDLOW: And Mr. Reid Deputy? Reid
9 isn't here.

10 MR. CLARKE: No, he's not here.

11 CHAIRMAN LUDLOW: Okay. So he is our AOPA
12 representative. So we've had our business partner
13 updates. We're happy to have all of you here and I
14 our guests.

15 FINANCIAL REPORT

16 CHAIRMAN LUDLOW: And so, our -- well, I guess
17 we have our financial report next. So -- and I
18 took it off the consent agenda because it
19 anticipated questions. So, do we have any
20 questions on the financial report as presented?
21 Thank you.

22 MR. TUCKER: Yeah, I had several questions.

23 One, I noticed that we had approximately a two
24 and a half million dollar decline in grant revenue
25 from both federal and state. I was wanting to get

1 an overview of what was going on there.

2 And then the next item was, our fuel service
3 revenue is off by about 11 percent from the
4 previous year and I wanted to get an update on what
5 was going on there because it appeared to me,
6 looking at the fuel statistics, that there was a
7 substantial change starting in January --

8 MR. PITTMAN: Right.

9 MR. TUCKER: -- when the fuel really went
10 offline and went way down. So those two items are
11 the ones I've got questions on.

12 MR. PITTMAN: I'll introduce you to Connie
13 Worley. She's our comptroller.

14 MR. TUCKER: Okay.

15 MS. WORLEY: Hi. So let's talk about the
16 grant question first.

17 If you would look at the budget that was
18 presented last year, it included five different
19 projects that was assumed to occur. Only one of
20 those is being constructed right now.

21 If all three -- all five of those had
22 occurred, we would have a substantial amount of
23 grant revenue. Unfortunately, we only have the one
24 project going on right now, and that gives us a
25 budget shortfall of \$3.4 million in grant revenue.

1 If we're not building, we can't request the grant
2 reimbursements.

3 The second question you had was?

4 MR. TUCKER: The fuel revenue.

5 Starting in January, just looking at the
6 numbers from year-to-date this year versus last
7 year, they were positive up until January. In
8 January, all of a sudden, they took a tremendous
9 decline, like about a 35 percent decline from the
10 other year.

11 MS. WORLEY: Oh, okay.

12 MR. PITTMAN: Yes. So, Mr. Tucker, this part
13 I will speak to.

14 All right. So, in January is when the tower
15 had a shortage in staffing. So we had several
16 complaints about the -- from the tenants around the
17 airport and elsewhere around, maybe within a
18 hundred nautical miles, that services were being
19 declined as far as touch-and-goes, full-stop
20 taxi-backs, and things of nature because at the
21 time, the tower had only one person in there and
22 due to safety concerns, they limited the flow of
23 traffic.

24 So if you look at the ops report along with
25 the fuel, it's connected. And so, with them

1 being -- now they are actually two people short.
2 That just happened here recently.

3 So with the shortage and we had complaints --
4 if you look at the new last month, I think it was
5 Jax 4 news, they actually did a -- ran a special on
6 it because they asked me for an interview. They
7 ran a special on it right outside the conference
8 building talking about the shortage in -- with
9 tower personnel.

10 Like, so that's what the domino effect with
11 the shortage of -- I'm sorry, with services not
12 being provided. And the Putnam -- so, for example,
13 Florida Flyers ended up going to Palatka and
14 fueling there and doing their touch-and-goes there,
15 and so that subsequently affected us here at
16 St. Augustine Airport.

17 MR. TUCKER: Well, and I also heard that the
18 Palatka fuel price was significantly less than
19 ours.

20 MR. PITTMAN: Yeah, I researched it. It is --
21 it is less than ours. But they have -- they're a
22 different type of airport. They're not a 139
23 airport, they don't have all the services and
24 things that we provide here at this airport.

25 So, yes, based on the way the design of the

1 airport and the requirements of the airport, they
2 are able to beat us out on price, but they don't
3 provide what we provide.

4 MR. TUCKER: Yeah, but as long as
5 Florida Flyers is there, I'm sure they're going
6 to --

7 MR. PITTMAN: I have a plan for that.

8 CHAIRMAN LUDLOW: So what is their fuel price
9 now?

10 MR. PITTMAN: The fuel price now is, if I
11 remember correctly, \$4.95 with the tax. So we went
12 down. So, if you -- if you want me to discuss it
13 now, I will, or if you want me to wait for the
14 staff report.

15 MR. TUCKER: The staff report is fine.

16 MR. PITTMAN: Okay. I'll stay in case you
17 have any more questions about finance.

18 CHAIRMAN LUDLOW: Thank you. Everyone's
19 really happy to see that. Are there any questions?

20 MS. LIOTTA: Yeah, I've got questions.

21 Thank you to Mr. Tucker because I had similar
22 concerns about the fuel. And not the -- if we're
23 going to revisit that, I'd like to break that down
24 between what might be attributed to jet fuel sales
25 versus avgas, if I'm saying that right, because

1 obviously Florida Flyers is not consuming jet
2 fuel --

3 MR. PITTMAN: Correct.

4 MS. LIOTTA: -- so there may be multiple
5 factors going on.

6 One question I had on the -- of concern I had
7 on the financials is that we -- the airport
8 continues to blow its budget on professional
9 development.

10 The budgeted amount for the entire fiscal year
11 was -- what was it -- a little over \$5,000, I
12 believe. Excuse me, under \$5,000. And as for the
13 March report, it showed we are -- it was spending a
14 hair under \$14,000. And this month, we're being
15 presented with financials showing that it is now
16 16,300 and change.

17 So that math is about almost \$3,000 of
18 additional over-budget spending in one month. So
19 I'd like an explanation of why we're over budget,
20 where that's been going, and -- and specifically
21 which staff.

22 MR. PITTMAN: Okay. So when it comes to the
23 budget of last year, we all remember how the budget
24 was done last year. It didn't really capture the
25 airport; it was done in a pinch with an outside

1 vendor who did our budget, right? And so, there
2 were certain things that were unable to be done and
3 certain things unable to be captured. To be honest
4 with you, there's a lot of things that went up this
5 year based off the budget across the board.

6 Now, to professional services, one, we have
7 the branding that's going on.

8 MS. LIOTTA: I'm sorry. Let me correct it.

9 Professional development. I'm not asking
10 about lawyer fees or other outside. I'm talking
11 about professional development, which my
12 understanding is it's training, it's going to
13 conventions, different things like that. And I
14 didn't ask for a narrative on why the bud- -- the
15 number --

16 MR. PITTMAN: Yeah.

17 MS. LIOTTA: -- was what it was, I'm just
18 asking for the information of what are we spending
19 it on and for whom.

20 MR. PITTMAN: All right. So some of the
21 professional development's for me. So going to --
22 getting the trainings, the AAAE, the SSI. And then
23 we have also have customer service and different
24 things for our staff. So most of the professional
25 development is for me.

1 MS. LIOTTA: And how is that getting dealt
2 with on a -- is that on a reimbursement basis? Is
3 the airport paying the fees in advance? How is --
4 how is that getting done?

5 MR. PITTMAN: All right. So, no, the airport
6 isn't paying the fees in advance.

7 MS. LIOTTA: So it's on a reimbursement basis?

8 MR. PITTMAN: No, that is a monthly fee.

9 MS. LIOTTA: So have you been providing
10 receipts to the airport to show that this is going
11 to professional development costs?

12 MR. PITTMAN: Yes.

13 MS. LIOTTA: And that those would be available
14 for review?

15 MR. PITTMAN: Yes.

16 MS. LIOTTA: Okay. Thank you.

17 CHAIRMAN LUDLOW: Thank you. Any other
18 questions?

19 (None.)

20 CHAIRMAN LUDLOW: We'll carry on. Thank you.
21 Was that it?

22 MS. WORLEY: Any other questions?

23 (None.)

24 CHAIRMAN LUDLOW: Okay. Good. Well, thank
25 you. Good to see you. We -- she got moved to

1 another building, so we don't get to see her as
2 much as we did. We miss her and that one, that's
3 for sure. Okay. Anything else on the financial
4 report?

5 (None.)

6 CHAIRMAN LUDLOW: So, our first item is review
7 of general counsel RFQ responses. So, do you want
8 to speak to that first or should -- I can't hear
9 you.

10 MR. PITTMAN: You want to vote on the
11 financials, to accept the financials?

12 CHAIRMAN LUDLOW: I need to vote? Okay.
13 So -- okay.

14 MR. CLARKE: We need to vote on the
15 financials.

16 CHAIRMAN LUDLOW: So, the -- thank you,
17 Jennifer, for your question and your clarification.
18 That was very good for all of us.

19 So, may I have a first and second to accept
20 the financials as received?

21 MS. CASH-CHAPMAN: I make a motion to accept
22 the financials as received.

23 CHAIRMAN LUDLOW: Second?

24 MR. CLARKE: I'll second.

25 CHAIRMAN LUDLOW: We have a first and a

1 second. Any discussion?

2 (None.)

3 CHAIRMAN LUDLOW: So all in favor, say aye.

4 MR. CLARKE: Aye.

5 MS. LIOTTA: Aye.

6 MS. CASH-CHAPMAN: Aye.

7 MR. TUCKER: Aye.

8 CHAIRMAN LUDLOW: Aye. Any opposed?

9 (None.)

10 CHAIRMAN LUDLOW: So the financial report is
11 approved as presented. Thank you very much.

12 REVIEW OF GENERAL COUNSEL RFQ RESPONSES

13 CHAIRMAN LUDLOW: Our -- our number one item
14 is review of general counsel, pardon me, RFQ
15 responses. So, are you going to talk and then
16 introduce?

17 MR. PITTMAN: Yes, I'll talk first, if it's
18 okay, Madam Chair.

19 CHAIRMAN LUDLOW: Okay.

20 MR. PITTMAN: You just go up and down.
21 Madam Chair, if I may.

22 CHAIRMAN LUDLOW: Thank you.

23 MR. PITTMAN: I want to talk about the
24 process.

25 So, we have the RF- -- the RFP process for

1 legal counsel services. First thing we did is we
2 put out the advertisement, as you see in 1.139. We
3 put out the advertisement after we received the
4 instruction from the board. If you'll scroll down,
5 please. Scroll down, please.

6 All right. So now we received the proposals
7 from all the potential respondents to the RFP and
8 we notified them. As you see at 1.140, all
9 proposals received shall be affixed with a date and
10 timestamp attesting to receipt by the Authority.
11 All proposals re -- delivered after the advertised
12 date and time will not be accepted. We took
13 pictures and notified the individuals that we
14 received what they have.

15 Now, we're in Section 1.141, the review
16 committee. For a full transparency, I submitted --
17 I gave the proposals to the board for them to
18 review to have time. Also --

19 MS. LAQUIDARA: I'm sorry. May -- may I?

20 CHAIRMAN LUDLOW: Yes. Excuse me.

21 MR. PITTMAN: Uh-huh.

22 MS. LAQUIDARA: Procedurally, in the RFQ, as
23 is not unusual, there wasn't a review committee or
24 evaluation matrix for a review committee to rank
25 them before they came to the board, so that the

1 staff didn't have the authority to rank the
2 respondents --

3 CHAIRMAN LUDLOW: Right.

4 MS. LAQUIDARA: -- and bring them to you --

5 CHAIRMAN LUDLOW: Right.

6 MS. LAQUIDARA: -- which is different from
7 what's anticipated.

8 CHAIRMAN LUDLOW: Oh.

9 MS. LAQUIDARA: Under the procurement code,
10 it -- it talks about you have a review committee
11 that's in the sunshine, et cetera. But you didn't
12 have that here.

13 CHAIRMAN LUDLOW: Right.

14 MS. LAQUIDARA: So the RFQs are coming
15 directly to you, having been checked by staff to
16 ensure they were all timely and compliant.

17 CHAIRMAN LUDLOW: That's right.

18 MR. PITTMAN: Correct.

19 CHAIRMAN LUDLOW: Okay. So you will
20 correct --

21 MR. PITTMAN: Thank you, general counsel.

22 CHAIRMAN LUDLOW: Okay.

23 MR. PITTMAN: And so, that is where we are at
24 today.

25 So we -- we didn't have, as she stated, in the

1 RFQ the evaluation criteria as in a point grading
2 scale or anything to that effect, all right? So,
3 again, that is why we shared them.

4 So with there being, if I recall correctly,
5 five submissions, it says, if you scroll down one
6 more, that at Section 1.143, a short list is
7 supposed to be developed and recommended order of
8 preference of no fewer than three firms deemed to
9 be most qualified to perform solicited services
10 shall be made to the Airport Authority by the
11 executive director.

12 Then on 1.144, an agenda item, the executive
13 director will prepare an agenda item listing the
14 firms in order of qualification, rank order, for
15 acceptance in its discretion and the
16 Airport Authority may, and I'm almost done, accept
17 the recommended firms from the executive director's
18 listing, require an oral presentation from the
19 short-listed firms, add or delete the firms from
20 the executive director's listing. The
21 Airport Authority will approve rank order of
22 form -- firms for future contract negotiations.

23 Now, why did I say that? This is for
24 transparency and to put it on the record, right?
25 Because of the RFQ process, I invited these

1 attorneys to come here, and at the board's
2 discretion, for you-all to determine the course of
3 the path that you want to chart going forward.
4 Whether you want us to do a committee headed by me
5 and I'll have the general counsel or if --

6 MS. LAQUIDARA: Madam Chair?

7 MR. PITTMAN: -- you move forward, I can set
8 it back here and we'll move forward.

9 CHAIRMAN LUDLOW: Excuse me.

10 MS. LAQUIDARA: Madam Chair, the RFQs went out
11 stating that the board is going to select counsel
12 in your discretion. Those are the terms in which
13 people submitted these forms. So it can't go to
14 staff to be ranked at this point. You'd have to
15 reject all responses, not recommended, you'd have
16 to reject all responses and then reissue them with
17 a committee and criteria and come to you.

18 And it's just you -- you clearly want to pick
19 your own counsel. And so I'm not saying there was
20 an error when it went out. It went -- goes
21 directly to. So no, you -- you cannot at this
22 point ask the staff to evaluate them in accordance
23 with criteria that are new after people already
24 submitted.

25 CHAIRMAN LUDLOW: Exactly. And what I --

1 what -- the way I understood it is we got the -- we
2 got the -- the board -- the resumes were
3 distributed by the executive director, the board
4 should grade and rank them, and then we get -- we
5 get back -- I guess we tell the executive director
6 to get in touch with these -- the people that we
7 decide for interviews and then we have individual.
8 Usually we had an interview -- we would invite a
9 couple of people for interviews and each board
10 member was assigned a time to speak with the
11 person.

12 MS. LAQUIDARA: All right.

13 MS. LIOTTA: As point of clarification, I
14 think you might be getting confused with the prior
15 history of doing the executive director search, and
16 that is where we did have individual candidates who
17 were kind of the top two/three that were going to
18 be interviewed, have the time to speak with
19 individual board members.

20 My recollection of the last time we did a
21 general counsel search was it was more of a
22 situation like this where the board had been
23 provided all of the responses and people from the
24 different firms or solo practitioners showed up at
25 the meeting and we just talked about it and people

1 got up and -- from the various respondents and gave
2 a very short -- I think they were given up to maybe
3 ten minutes, but most people didn't use that amount
4 of time, as I recall. And then as uncomfortable as
5 it is to talk about people in front of them in a
6 situation like this, that's what we did, and we
7 made our -- our first choice and we did that both
8 for general counsel services and aviation counsel
9 services.

10 CHAIRMAN LUDLOW: Okay. I agree, but I don't
11 think that our candidates have been informed that
12 they would be doing a presentation today.

13 MS. LAQUIDARA: The -- what the candidates
14 were informed is that they submitted proposals and
15 you are going to decide today.

16 CHAIRMAN LUDLOW: Oh.

17 MS. LAQUIDARA: As long as you treat them all
18 fairly here and ask them questions, which you can't
19 do which -- because of the manner in which the RFQ
20 is drafted, which is I think what's troubling you,
21 is you can't have the meetings outside of the
22 sunshine as you have with architects or engineers
23 where you negotiate and ask questions, because that
24 would have had to have been put in the RFQ.

25 And because it wasn't and because lawyers are

1 used to speaking with the other side there all the
2 time, that's, you know, what we do, as painful as
3 it is to listen to the other side, we -- we do --
4 they're used to it.

5 And so, if you want to talk with them as
6 opposed to just look at it, everybody has a right
7 to stay here in the room and -- and can't be asked
8 to leave, and then you can ask each entity to come
9 up and give a few minutes' spiel and then ask some
10 questions --

11 CHAIRMAN LUDLOW: Okay.

12 MS. LAQUIDARA: -- if you like, based on the
13 written submissions.

14 CHAIRMAN LUDLOW: And -- and so we ask the
15 others to stand outside while we --

16 MS. LAQUIDARA: We can't -- I'm sorry. We
17 can't because that limitation was not put in the
18 RFQ --

19 CHAIRMAN LUDLOW: Oh, I see. I see.

20 MS. LAQUIDARA: -- and the statute is very
21 clear on this, that you can't ask people to step
22 out if you haven't set that process.

23 CHAIRMAN LUDLOW: Right.

24 MS. LAQUIDARA: It's a very detailed process.

25 CHAIRMAN LUDLOW: So, I hope they're prepared

1 that -- I'm sure they didn't know they were going
2 to be doing a presentation today --

3 MS. LAQUIDARA: Well --

4 CHAIRMAN LUDLOW: -- did they?

5 MS. LAQUIDARA: -- I don't think anybody's
6 expecting a formal presentation or PowerPoints,
7 dancing bears, any of that.

8 I think what -- what they're going to do is
9 introduce themselves and if you have a question,
10 maybe they'll state their philosophy on what they
11 do, where they are, how they approach the boards,
12 in a few minutes as they did last time. If board
13 members have a suggestion, you're welcome to of
14 course refine the questions among you and -- and
15 have those questions answered.

16 CHAIRMAN LUDLOW: But we vote today?

17 MS. LAQUIDARA: If you want to. It was
18 noticed today. It's an odd procedure, but it has
19 been noticed that it's coming in front of the
20 board. It is an action item. It doesn't have to
21 be voted today.

22 CHAIRMAN LUDLOW: Right. I see.

23 MS. LAQUIDARA: You certainly can think about
24 it, and the board -- I think the board members
25 might each have some input on the process they

1 want. It's very awkward the way it is, I think --

2 CHAIRMAN LUDLOW: Right.

3 MS. LAQUIDARA: -- I can tell you that, but
4 the law doesn't let you add requirements --

5 CHAIRMAN LUDLOW: After.

6 MS. LAQUIDARA: -- after people have already
7 submitted.

8 CHAIRMAN LUDLOW: I understand. Thank you.

9 MS. CASH-CHAPMAN: Can I ask a question?

10 CHAIRMAN LUDLOW: Michelle?

11 MS. CASH-CHAPMAN: Would it be appropriate for
12 us to, after we go through these five
13 introductions -- because this is a really important
14 decision for us to make, would it be appropriate
15 for us to narrow down and make that short list
16 tonight and then invite, you know, our top two or
17 three, whatever we decide, back for a little bit
18 more of an extensive presentation? Because quite
19 frankly --

20 MS. LAQUIDARA: Yes.

21 MS. CASH-CHAPMAN: -- I don't -- I mean, we
22 all know how long an interview can go, and I don't
23 want to do a real quick: Hi, it's so nice to meet
24 you, answer these three questions, now we're going
25 to pick the future of our airport based on those

1 three questions. If we could make that short list
2 and then give them some time to prepare and us some
3 time to kind of --

4 MS. LAQUIDARA: That would be helpful because
5 then you could actually do a notice of intent to
6 award, which is a process that one typically sees
7 in a multistep. This usually is multi steps.

8 So if the board is able to reach a short list
9 decision today, you could, again, because you can't
10 change the requirements of the RFQ, people will be
11 able to listen to each other. But anybody who's
12 thwarted by listening to somebody else's, I think
13 able counsel in this room, I don't see anybody
14 who's going to have -- have a problem competing
15 under those conditions, and you'll have free rein
16 to ask follow-ups and all.

17 So if you could do that process, if you get a
18 motion or a second on that process, to get it that
19 far today, rank, and then bring back for your
20 decision, you -- you certainly are able to do that.

21 MS. CASH-CHAPMAN: Okay. So we would need to
22 make a motion to do that prior to us --

23 MS. LAQUIDARA: Yes.

24 MS. CASH-CHAPMAN: -- listening to their
25 introductions? Okay. I would like --

1 CHAIRMAN LUDLOW: Are you ready to make --

2 MS. CASH-CHAPMAN: Yeah, is that -- were you
3 okay?

4 I'd like to make a motion to come up with a
5 short list based on the five candidates that are
6 here for -- responding to the RFQ so that we can
7 make a short list and invite them back for a proper
8 presentation at a special meeting.

9 CHAIRMAN LUDLOW: After we listen to their
10 presentation --

11 MS. CASH-CHAPMAN: Correct.

12 CHAIRMAN LUDLOW: -- today.

13 MS. CASH-CHAPMAN: Uh-huh.

14 CHAIRMAN LUDLOW: Okay. So we listen to their
15 presentation today and then we make a short list
16 and invite the -- I know what I'm saying, it's just
17 kind of embarrassing. I'm -- I'm afraid --

18 MS. CASH-CHAPMAN: Maybe invite our top two
19 back for --

20 MR. CLARKE: The intent -- the intent to hire.

21 CHAIRMAN LUDLOW: Okay. So comment, Dennis?

22 MR. CLARKE: I believe our general counsel
23 could clarify that the next thing would be to,
24 after we make a short list, issue a or publish an
25 intent to appoint?

1 MS. LAQUIDARA: A notice of intent and --

2 MR. CLARKE: Notice of intent, okay.

3 MS. LAQUIDARA: -- then you would decide at
4 the next meeting if you're not comfortable deciding
5 today. If you rank them one, two, and three today,
6 then the notice of intent is to award it to the
7 first person, you -- you've made that decision --

8 MR. CLARKE: Okay.

9 MS. LAQUIDARA: -- based on what you have
10 here.

11 MR. CLARKE: Okay.

12 MS. LAQUIDARA: If not, if you're just hearing
13 presentations today and you want to rank them next
14 time, select number one and direct staff to reach
15 an agreement with them, you can certainly do that.

16 So hear them today, hear part of it today,
17 hear them again with more notice, and then select
18 one and rank the others. The ranking is important
19 so that you -- in case somebody wanted to file a
20 protest.

21 MR. CLARKE: Okay.

22 MS. LAQUIDARA: It has to do with the right
23 to -- to file one.

24 MR. CLARKE: I'm comfortable with that
25 approach.

1 MS. LIOTTA: I --

2 CHAIRMAN LUDLOW: Comment?

3 MS. LIOTTA: I think we might be putting the
4 cart before the horse a little bit. We haven't
5 discussed among ourselves if we have any initial
6 reactions to any of these. We may find ourselves
7 more of at a consensus than we think. I don't
8 know, we haven't talked about it.

9 Also, after we hear from -- after we have a
10 little bit of discussion, we may as a group decide
11 that we've got some questions that we want, that we
12 can then ask every single person who's here what
13 their responses are, which again may lead us to a
14 consensus quickly and, you know, having more
15 information before we decide how we're going to
16 deal with this matter.

17 I -- I would be more comfortable doing --
18 doing that than saying, oh, we're not going to make
19 a decision today. We may actually find enough
20 information to do that today.

21 CHAIRMAN LUDLOW: And I -- I agree.

22 I thought, you know, our RFQs were passed to
23 all of us and then I thought that we would get
24 together, we would grade -- we would rank them, and
25 then when we have our workshop or the board -- when

1 we had another meeting, then we would ask those --
2 the ones we decide to come back for interviews,
3 so...

4 MS. LAQUIDARA: So, if I --

5 CHAIRMAN LUDLOW: Please.

6 MS. LAQUIDARA: May I? And I really am sorry
7 this is so -- it's very difficult --

8 CHAIRMAN LUDLOW: Yeah.

9 MS. LAQUIDARA: -- that you're wrestling with
10 it when -- when it doesn't come up in the usual
11 form.

12 So, what I'm hearing is -- is perhaps a
13 general discussion among the board members of what
14 they've done, how they want to proceed, just
15 generally have they looked at them, is there
16 somebody that -- that automatically, someone say,
17 well, you know what, I see a clear front-runner, I
18 see a clear two or three front-runners, and may
19 make -- want to make a motion on that. If it
20 passed, then the board would then have a narrower
21 field that they might want to ask people to
22 discuss. So there's no guarantee of interviews or
23 things --

24 CHAIRMAN LUDLOW: So, today we can -- we can
25 introduce them and hear their presentations if they

1 were ready -- I'm sorry, guys -- if they were
2 ready, and then the board will -- will rank
3 their -- each individual board member will rank
4 their own, and then the board will get back
5 together and bring it -- no.

6 MS. LAQUIDARA: I think what the board does
7 have to do -- because clearly nobody's violated the
8 Sunshine Law, nobody's talked about it --

9 CHAIRMAN LUDLOW: Yeah.

10 MS. LAQUIDARA: -- and we're here today
11 wrestling with it for the first time. I think what
12 the board does want to do is discuss, as
13 Ms. Chapman has, here's one process. Ms. Liotta
14 said, well, maybe there's another process that we
15 have.

16 So if -- I think the board needs to discuss
17 what process they want to use, make a motion on
18 one, have a second, discussion, and see if it
19 passed. And we have two processes, as I just
20 heard. It got a little unwieldy procedurally, so
21 if somebody wants to make one of those as a motion.

22 MS. LIOTTA: I can restate my process --

23 MS. CASH-CHAPMAN: I think what Ms. Liotta is
24 saying makes more sense. I didn't know if we had
25 to make the motion before or after, but I think it

1 makes the most sense to hear the five introductions
2 and then we can decide among ourselves if we're
3 making a decision tonight or if we're going to
4 invite some back or ask questions for everyone to
5 come back for a formal presentation.

6 MS. LIOTTA: So I think my process I -- I
7 suggested was slightly different than that.

8 Have a quick conversation about our initial
9 thoughts, preferences, whatever, as a group, and
10 any questions we may have that maybe didn't get in
11 the RFQ. Not that we're going to change the terms
12 of the RFQ on the fly; we're not going to do that.

13 But is there any -- anything that came up that
14 we would ask everybody? And I think it's -- you
15 know, if we -- to the extent we can come up with
16 any questions before people make -- stand up and
17 introduce themselves, I think that's more fair,
18 and -- or at least more efficient so we don't have
19 people to come back up to answer questions and then
20 have the introductions.

21 And again, I don't really like the word
22 interview, because I don't really think that that's
23 applicable here. Between the RFQ responses and all
24 the information available on their websites and
25 I -- I don't really -- I've never hired a law firm

1 because they -- they came up to a meeting with a
2 power point. That's just not -- that's just not a
3 thing.

4 So, having the discussion and then deciding,
5 do we -- do we have a clear front-runner or do we
6 not and do we need to make plans for this to move
7 into a second meeting?

8 CHAIRMAN LUDLOW: Okay. Thank you. Go ahead.
9 Len?

10 MR. TUCKER: No, I have no comment.

11 CHAIRMAN LUDLOW: Anything else, Dennis?

12 MR. CLARKE: No.

13 CHAIRMAN LUDLOW: Okay. I think we should
14 hear their presentations today and then -- and then
15 rank them ourselves, and then the top -- either
16 give it to Cindy or the -- then they can be invited
17 back for interviews.

18 MS. LAQUIDARA: I -- you're close -- the two
19 of you are close. You may not necessarily have to
20 come back, I think --

21 CHAIRMAN LUDLOW: Right.

22 MS. LAQUIDARA: -- I think is Member Liotta's
23 suggestion. You also don't have to each
24 individually rank until you're ready --

25 CHAIRMAN LUDLOW: Right.

1 MS. LAQUIDARA: -- until all members say, you
2 know, or three members say we're ready to rank,
3 we're ready to pick so that you think you have
4 somebody who -- who you'd like to select.

5 So it's not the same as -- as being on a
6 procurement committee where they're not meeting in
7 the sunshine and they have to individually rank and
8 come talk about it.

9 You're in the sunshine, so you can talk about
10 this all you want, and you don't have to rank and
11 your vote will be of course public on -- on your
12 ranking as opposed to writing it down and sharing
13 it as if it were on a procurement committee.

14 CHAIRMAN LUDLOW: Okay.

15 MS. LAQUIDARA: So --

16 CHAIRMAN LUDLOW: I was going to say restate
17 that. So we let -- we give them -- they do their
18 presentations, we ask questions --

19 MS. LAQUIDARA: So, Ms. Liotta had wanted to
20 talk among the board first to see whether you had
21 some questions that you might want to ask so people
22 would know them when they stood up at the
23 presentation.

24 It's purely up to the board how they want to
25 do. If they want to hear, just set a time frame

1 for each entity to come up and discuss what they
2 feel is important in -- in discussing it, they're
3 all here today for the meeting, and then talk about
4 it. Or, are there a couple of key questions
5 that -- that board members might say, well, we'd
6 like them all to answer this when they come up?

7 CHAIRMAN LUDLOW: Okay. Well, I -- I for one
8 have recognized, so I know already who I would vote
9 for.

10 MS. LAQUIDARA: Good.

11 CHAIRMAN LUDLOW: Yes.

12 MS. LAQUIDARA: That's -- that's to -- to
13 Ms. Liotta's point --

14 CHAIRMAN LUDLOW: So --

15 MS. LAQUIDARA: -- is if individual members of
16 the board have read the -- the responses --

17 CHAIRMAN LUDLOW: Yes.

18 MS. LAQUIDARA: -- and feel comfortable and
19 they're like, based on the responses, I see a clear
20 number one and number two, as you say, let's
21 discuss that because it may be unnecessary to do
22 presentations.

23 CHAIRMAN LUDLOW: Uh-huh.

24 MS. LAQUIDARA: Yeah. If --

25 CHAIRMAN LUDLOW: So we have to say this in

1 front of them, that --

2 MS. LAQUIDARA: Yes. That's okay. The juries
3 come back and tell you, right, while sitting there?
4 So --

5 CHAIRMAN LUDLOW: Okay. So the way I
6 understand, then, we will do a roll call for the --
7 the first and second choice or first choice? No.

8 MS. CASH-CHAPMAN: I would prefer to hear from
9 everybody first --

10 CHAIRMAN LUDLOW: Okay.

11 MS. CASH-CHAPMAN: -- before we start ranking
12 people.

13 CHAIRMAN LUDLOW: Hear from everybody first
14 and we'll hear them for --

15 MR. CLARKE: I agree.

16 CHAIRMAN LUDLOW: I agree. That's right. I
17 agree. And then we -- then the board can just --

18 MS. LAQUIDARA: Discuss.

19 CHAIRMAN LUDLOW: -- rank them.

20 MS. LAQUIDARA: Well, someone could then make
21 a motion --

22 CHAIRMAN LUDLOW: Okay.

23 MS. LAQUIDARA: -- okay? You don't have to
24 rank them as a committee because there's nobody
25 you're reporting to. You're discussing it in the

1 sunshine.

2 And you may change your mind when you hear
3 somebody else -- when there's a motion for -- for
4 Company A to prevail or Individual A to prevail,
5 and a second, and then during the discussion, the
6 person who made the motion might say, well, those
7 are good points, so I'll --

8 CHAIRMAN LUDLOW: So we have a presentation.
9 Then we get a first and a second motion and --

10 MS. LAQUIDARA: And then you discuss --

11 CHAIRMAN LUDLOW: -- and a discussion --

12 MS. LAQUIDARA: -- whether you've selected
13 somebody. So if there's a consensus -- I don't
14 think you necessarily have to vote, if there's a
15 consensus --

16 CHAIRMAN LUDLOW: Right.

17 MS. LAQUIDARA: -- among the board to -- to
18 hear people for a certain period of time, then --
19 then you proceed there. If you'd like to vote, if
20 you're not certain if -- if the majority of the
21 board wants that, then certainly call a vote.

22 CHAIRMAN LUDLOW: Okay. I'm trying to put
23 these in alphabetical order.

24 MS. LAQUIDARA: All right. So -- so right
25 now, why don't we call a vote to see whether the

1 board members want to hear five-minute
2 presentations from each of the respondents? Would
3 that be an appropriate motion, members? I don't
4 want to speak --

5 MS. LIOTTA: I'll -- I'll move that we start
6 with a five-minute presentation from any respondent
7 that wishes to introduce themselves.

8 MS. CASH-CHAPMAN: I second.

9 CHAIRMAN LUDLOW: We have a first and a
10 second. So -- so we can hear the presentations and
11 then bring it back to the board.

12 MS. LAQUIDARA: And so then now the vote on
13 the first and the second.

14 CHAIRMAN LUDLOW: Okay. First and second.
15 All in favor, say aye.

16 MR. CLARKE: Aye.

17 MS. LIOTTA: Aye.

18 MS. CASH-CHAPMAN: Aye.

19 MR. TUCKER: Aye.

20 CHAIRMAN LUDLOW: Aye. It's unanimous we will
21 hear presentations. Janet can't hear you. Sorry.

22 MS. LAQUIDARA: I'm sorry.

23 CHAIRMAN LUDLOW: Okay. So let me see.

24 Okay. So do I -- alphabetically, it would be
25 Jennison, Kemberli --

1 MR. CLARKE: Marks, Mathias --

2 CHAIRMAN LUDLOW: Lippes, Smith, and Trask.

3 Do I have that right?

4 MR. CLARKE: Yep.

5 CHAIRMAN LUDLOW: Okay. So, is it -- oh, Jen-
6 is Peter Jennison. Kemberli, Lippes Mathias, and
7 then Smith and then Trask.

8 Okay. So, I'm sorry you guys had to go
9 through this, but that way you get to know us and
10 we'll know you, too.

11 So, first I would like to ask Peter Jennison
12 to come up and have your presentation, please.

13 MR. JENNISON: Somebody had to go first. I
14 guess it's me.

15 Members of the board, thank you for
16 considering my application. I am Peter Jennison.
17 I'm a solo practitioner in North Florida. I've
18 been a resident of North Florida since the mid 90s.

19 I'm a 30-year member of the Florida
20 Army National Guard retired, a hundred percent
21 disabled veteran. Did three tours combat Iraq,
22 Afghanistan, and Kuwait.

23 I'm a career aviator. I speak aviation. You
24 don't have to teach me aviation. I've flown in and
25 out of this airport on multiple airframes multiple

1 times, so I speak aviation.

2 I'm a former policy advisor to President Trump
3 on the National Security Council in The White
4 House. I was a member of the NSC during the COVID
5 crisis. I was also a member of the NSC advising
6 the President during the George Floyd protest.

7 I worked on the President's domestic crisis
8 council team for almost a year. So my job as an
9 advisor was advising the boss on domestic crisis
10 issues and also wrangling the Executive, all the
11 members of the Executive, to the President's
12 desired policies. So I have a lot of experience
13 with federal executive regulations. I helped write
14 some of the COVID regulations. I helped write some
15 of the blueprint for the COVID response.

16 On the state level, I was the full-time
17 director of Strategic Policy and Plans for the
18 Florida Army National Guard, so I developed the
19 strategic plan for General Haas, who is the current
20 commanding general of the Florida
21 Army National Guard.

22 I worked closely with Governor DeSantis and
23 his team to launch multiple initiatives for the
24 state, including our National Guard support to the
25 prison during the prison crisis, and also to start

1 the Florida State Guard, which was another
2 initiative that the governor launched. I was the
3 first person on the ground to do that.

4 I am a certified project manager, you know, a
5 PMP. So I am very detail oriented as far as
6 project management. I think that brings something
7 to the board. But I'm also -- I'm also -- my
8 passion is business and organizational
9 transformation.

10 I see this board and I see this authority as a
11 body that is in the middle of a major
12 transformation, if what the news is telling me is
13 halfway correct, and I just think that it's a good
14 fit for me.

15 I just retired from the military. I'm looking
16 for a big challenge. I'm an aviator. I speak
17 aviation. I speak organizational transformation.
18 I'm familiar with the Commission on Ethics. I'm
19 familiar with the Florida Sunshine Law, with voter
20 and nonconflict law, conflict of interest law,
21 working with -- working knowledge of those laws.

22 You're going to find better attorneys out
23 there probably, but I am a dedicated retired
24 military officer who's dedicated to whatever
25 project I take on.

1 I just bought a house two miles south of here.
2 So whether you call me at 10:00 at night or 10:00
3 in the morning, I'm going to be here. And you're
4 going to talk to me because I'm a solo
5 practitioner; you're not going to talk to one of my
6 teams. And this will be a priority for me; I won't
7 be juggling this with 50 other clients.

8 Pending your questions.

9 CHAIRMAN LUDLOW: Thank you, Peter. That's
10 very nice. So, do you have family?

11 MR. JENNISON: My wife and I live here in
12 St. Augustine. I have a 25-year-old son. My son
13 just lost his leg in a car accident. He's also
14 active duty Army and he'll be coming home in the
15 next six to eight weeks, and so he'll be living
16 with us for a while until he prepares. We also
17 have a cat.

18 CHAIRMAN LUDLOW: I wondered where that came
19 from. You had the -- the disabled thing in here.
20 So -- and are you a rotary pilot or --

21 MR. JENNISON: Yes, ma'am. I'm a rotary
22 wing -- a career rotary wing aviator. I flew the
23 AH-64 Apache. Also the Alpha, Lima, and Mike model
24 UH-60 and HH-60 Black Hawk lift and MEDEVAC.

25 CHAIRMAN LUDLOW: Okay. I thought so. Okay.

1 So then I will go alphabetical. Ms. Cash-Chapman,
2 questions?

3 MS. CASH-CHAPMAN: Not yet.

4 CHAIRMAN LUDLOW: Okay. Mr. Clarke,
5 questions?

6 MR. CLARKE: Yeah. Thank you, Mr. Jennison,
7 and thank you for your service.

8 I'm -- I'm -- my only question is -- it's one
9 I'll be asking all the proposers, is on
10 February 20th, the board received a letter from our
11 previous general counsel with Douglas Law Firm.
12 And I'll just quote. It says "This letter is to
13 inform the board that the Douglas Law Firm will be
14 withdrawing as legal counsel to the
15 Airport Authority." And to me, that came out of
16 the sky like a Ukrainian drone. We had no
17 forewarning at all.

18 And I would just like to hear, you know, some
19 thoughts on that. You know, would you do the same
20 thing, you know, to the Authority or how would you
21 handle this, you know, with these allegations that
22 we're all faced with?

23 MR. JENNISON: I'm familiar with the letter.
24 I'm familiar thoroughly with the situation. I'm
25 familiar with out -- outgoing counsel thoroughly.

1 It was the perplexing that outgoing counsel
2 would walk when I feel potentially like they could
3 have protected and advised and still remain on
4 board.

5 I'm a little bit more loyal to the cause. I'm
6 not suggesting they're not. I don't know a lot of
7 the inside details, only what I've read in the
8 public in the sunshine. But I would like to think
9 that having a good rapport with the board and the
10 executive and the staff, you never get yourself
11 into that situation in the first place. You do
12 that by advising in realtime on ethics and policies
13 and procedures. You're always educating. And then
14 you avoid that -- that moment where you're at a
15 pullout point.

16 So my answer to your question directly would
17 be I -- I would like to think that I would not have
18 walked. I would like to have stayed and advised
19 the board correctly, which is my job.

20 MR. CLARKE: Okay. Thank you.

21 CHAIRMAN LUDLOW: Good answer.

22 MR. CLARKE: Thank you.

23 CHAIRMAN LUDLOW: Ms. Liotta?

24 MS. LIOTTA: Well, first of all, thank you for
25 your service and I hope your son has a good

1 recovery. That sounds like a tough situation. I
2 do have, I guess, one comment and then one
3 question.

4 As a global comment, I think as a -- during
5 this process, it is best for the board and all
6 people speaking here not to comment on things
7 touching on an active criminal investigation. I
8 think that's just better practice.

9 And I don't think it's fair to ask any of the
10 respondents to speculate on things that they have
11 no direct knowledge about and make comments about
12 fellow members of the board or of the Bar. I just
13 don't think that's appropriate, and my apologies
14 that you were asked to answer that question.

15 And so, my question is pretty simple. Your
16 proposal mentioned a proposed fee with a hourly for
17 outside of scope. Very standard, we've seen that
18 before. What's outside of scope?

19 MR. JENNISON: Well, I understood the scope to
20 be pretty specific, seven or eight items, and it
21 was reviewing contracts, the more general
22 garrison-type procedures of the board.

23 But outside the scope for me, basically
24 understanding of what we're going through as a
25 board and organization is -- is all the other

1 facilitation that's going to be required to get --
2 to transition the board to the next step, whatever
3 that looks like.

4 So I feel like it's going to be a lot of time
5 on the ground, it's going to be a lot of research.
6 Does that adequately answer that or --

7 MS. LIOTTA: So your scope is -- you're
8 referring back to what's in the RFQ --

9 MR. JENNISON: I was.

10 MS. LIOTTA: -- language? Okay.

11 MR. JENNISON: Yeah. Yeah, and quite frankly,
12 you know, if you're asked to come in as a general
13 counsel, I -- I based up my fee on 30 hours to 40
14 hours a month and I really didn't have any other
15 insight to that, so --

16 MS. LIOTTA: No. It's not --

17 MR. JENNISON: -- obviously, yeah.

18 MS. LIOTTA: Well, appreciate it's not -- it's
19 not a gotcha. We had other respondents --

20 MR. JENNISON: Okay.

21 MS. LIOTTA: -- that were a little bit more
22 specific about what was out of scope --

23 MR. JENNISON: Okay.

24 MS. LIOTTA: -- so I just wanted to give you
25 the opportunity if you wanted to add any

1 specificity.

2 MR. JENNISON: Yes, ma'am. I think as an --
3 as an Army officer, we're always expected to do
4 more and we take on a lot, so generally we just do
5 everything that we can with what we've got.

6 CHAIRMAN LUDLOW: Thank you. Are you keeping
7 time track?

8 MS. SANTIAGO: I wasn't, ma'am.

9 CHAIRMAN LUDLOW: Okay.

10 MS. SANTIAGO: How much time is it supposed to
11 be?

12 CHAIRMAN LUDLOW: We could do --

13 MS. LIOTTA: I think --

14 CHAIRMAN LUDLOW: -- five minutes?

15 MR. TUCKER: I think the Q and A is outside of
16 the time limit. The time limit of the
17 presentation --

18 CHAIRMAN LUDLOW: Okay.

19 MR. TUCKER: -- I would think.

20 MS. LIOTTA: Yeah, that's not in the
21 respondent's control, so...

22 CHAIRMAN LUDLOW: I just wanted to be sure.
23 Okay. So -- so you're Army.

24 MR. JENNISON: Yes, ma'am.

25 CHAIRMAN LUDLOW: Well, you've been

1 celebrating a big birthday, haven't you?

2 MR. JENNISON: Yes, ma'am. 250 yesterday.

3 CHAIRMAN LUDLOW: Yes. You're quite --

4 MR. JENNISON: And 55 on the day before.

5 CHAIRMAN LUDLOW: Mr. Tucker?

6 MR. TUCKER: Yeah, I just have one fairly
7 simple question.

8 Are you qualified to practice in federal
9 court? And if not, how would you deal with a
10 subject if it came up that required practicing in
11 federal court?

12 MR. JENNISON: So I am admitted U.S. District
13 Court for the Middle District of Florida. And
14 admission to the court is -- is pretty
15 straightforward. Usually it requires a case in
16 front of the court and some sort of nomination from
17 another -- an existing member. So I could probably
18 gain Southern and Central admission if I needed to.

19 MR. TUCKER: Okay.

20 MR. JENNISON: Along with that also, board
21 certification. So I understand board certification
22 in my profession is important.

23 I've looked into the -- the qualifications,
24 and I know they take admission requests in
25 September/October. So I would be seeking board

1 certification as a government lawyer.

2 CHAIRMAN LUDLOW: Thank you.

3 MR. TUCKER: Okay.

4 CHAIRMAN LUDLOW: Okay. Well, I did mine
5 first, so I don't have any other questions. Any
6 other questions?

7 MS. CASH-CHAPMAN: I do have one more.

8 CHAIRMAN LUDLOW: You do? Yes, you passed.
9 Sorry.

10 MS. CASH-CHAPMAN: So -- I had to process.

11 So you mentioned that you're pretty well
12 aware -- I mean, anyone that knows anything about
13 our board knows that we can be a little high
14 maintenance. That's not a surprise to anybody
15 here.

16 But you did mention that it would require a
17 lot of time in the ground with us to kind of get us
18 back to where we should be. But you also mentioned
19 that you're a solo practitioner.

20 Can you discuss with us a little bit -- I
21 mean, I don't need your time management skills or
22 anything like that -- but a little bit on how you
23 think you would be able to balance the five very
24 unique personalities that sit before you, along
25 with, I don't know, your life, and how you -- how

1 you think your -- you'll be okay with representing
2 us with all that time on the ground --

3 MR. JENNISON: Yes, ma'am --

4 MS. CASH-CHAPMAN: -- without having some
5 of --

6 MR. JENNISON: -- I have given that a lot of
7 thought, and I know -- I believe that the -- it was
8 a five-year commitment. And I think that what you
9 do up front will probably lessen what you have to
10 do on the back side. Preventive maintenance, you
11 know, prevents emergency maintenance, if you will.

12 I do think we'll be front-loaded with a lot of
13 time in the first one to two years. But if we
14 can -- if we can get process and procedures in
15 place, protect the public trust of the people,
16 and -- and project that while maintaining the
17 operations of the airport and bring in more
18 customers, you know, after one to two years, I
19 don't think the lift will be that heavy.

20 I think we're just in a big transition period
21 right now, based on what I've -- what I understand.
22 And I would hope to get down to 30 hours, but I do
23 expect it's probably going to be a lot more than
24 that. So it's a full-time gig for me if I accept
25 it. It's basically going to be my priority if I

1 accept it, and I'm willing to commit to that.

2 MS. CASH-CHAPMAN: Thank you.

3 CHAIRMAN LUDLOW: Next. And I did go back
4 through some of our previous attorneys' hours, and
5 they were right in the middle of 30 and 35. It was
6 sometimes 20, sometimes 45. So that was a surprise
7 to me. So you're right on it. You might have your
8 hands more full, however. Any other questions for
9 Mr. Jennison?

10 (None.)

11 CHAIRMAN LUDLOW: Thank you for your
12 presentation.

13 MR. JENNISON: Yes, ma'am. Thank you.

14 CHAIRMAN LUDLOW: And I did -- I put L -- I
15 put Kemberli as K, but she should be Marks. So
16 after Jennison should be Lippes Mathias. Who will
17 be speaking there?

18 MR. WALKER: Hi. Good afternoon.
19 Madam Chairwoman, through the board, my name is
20 Christopher Walker. I'm here with my colleague
21 Jeffrey Kempf from Lippes Mathias.

22 We are a national law firm with over 232
23 lawyers spread across 17 offices in the
24 United States, including what now amounts to four
25 offices here in Florida, including Jacksonville,

1 West Palm Beach, St. Augustine, which will be
2 opening up in about the next week to ten days, and
3 Tampa.

4 I think what Lippes brings to the table was
5 a -- is an interesting proposal for the board,
6 which is a full-service law firm that provides not
7 only national and, quite frankly, international
8 expertise on a variety of matters, whether that be
9 procurement-related legislative issues, bylaw
10 issues, processes, procedures, down through
11 employment-related matters to environmental
12 real estate development matters, including also
13 government investigations.

14 We have the former New York Attorney General
15 and the former number two prosecutor on behalf of
16 the State Attorney's Office that practice with us,
17 the one, Ms. Dodson, being here in the Jacksonville
18 office.

19 I think what we look to bring to the board is
20 a holistic approach. We would look to staff this
21 as one or two points of contact, myself and
22 Mr. Kempf. But we would bring to the board's use
23 the ability to tap into much deeper resources,
24 whether that be our lobbying team in D.C. that is
25 in front of the FAA, whether it be our employment

1 lawyers that are here in Jacksonville who would
2 deal with employment matters, whether it be
3 environmental matters who have dealt with the
4 Army Corps and wetland credits here in
5 St. Augustine, the whole way down through the pike.

6 So I think we're looking at this as an
7 opportunity to build a team around the
8 Airport Authority, a team that can answer specific
9 questions from the general down to the specific.
10 I'll demure here for a minute to my colleague.

11 I should add we're both St. Augustine
12 residents. I live down on the south side,
13 almost -- or actually just by the 206 bridge.
14 Mr. Kempf is in St. Augustine. We're both pilots.
15 Admittedly, I am a student pilot, so please don't
16 get in a plane with me. Not yet. But I'll let,
17 Mr. Kempf, if you want to introduce yourself as
18 well.

19 MR. KEMPF: Yeah. I am Jeffrey Kempf. As my
20 colleague said, I do live in St. Augustine. I've
21 lived here just about five years right near King
22 and U.S. 1, kind in the heart of downtown. He
23 mentioned I am a pilot as well. I've attended the
24 past I think four or five of these meetings and I
25 know what I'm getting into.

1 CHAIRMAN LUDLOW: And you came back.

2 MR. KEMPF: I think that our firm does offer a
3 good wide range of services and we can advise you
4 up and down the practice areas.

5 MR. WALKER: Be happy to answer any questions
6 from the board.

7 CHAIRMAN LUDLOW: Well, since I started off as
8 chairman, I guess I'll stay number one.

9 You have five people in -- in your
10 Jacksonville office? Is that --

11 MR. WALKER: No, ma'am.

12 CHAIRMAN LUDLOW: No.

13 MR. WALKER: We have approximately 22 lawyers
14 in our Jacksonville office --

15 CHAIRMAN LUDLOW: Okay.

16 MR. WALKER: -- with a full staff complement
17 when brings us to 49 full-time employees.

18 CHAIRMAN LUDLOW: Right.

19 MR. WALKER: Of the 22 lawyers, you have
20 myself and Jeffrey, along with other real estate,
21 corporate, employment, governmental, and corporate
22 coverage in the Jacksonville office.

23 In addition to that, we would bring in our
24 colleagues from wherever they would be in the firm.
25 West Palm Beach is another great example. Our

1 colleagues in West Palm Beach have a significant
2 experience in Sunshine Law, qualifying around the
3 sunshine, what process and procedures would be
4 representing boards, things of that nature as well.

5 CHAIRMAN LUDLOW: I see. So, if necessary,
6 you could be general counsel and also aviation
7 counsel.

8 MR. WALKER: While we appreciate the RFQ was
9 not specific to aviation counsel, yes, our
10 colleague in Washington, D.C., Ian Shavitz, who I
11 speak with on a daily basis, we currently represent
12 several different airport authorities across the
13 United States in their dealings specifically with
14 respect to aviation law, you know, direct in front
15 of the FAA, grants, et cetera.

16 CHAIRMAN LUDLOW: But he's -- well, he's in
17 Washington?

18 MR. WALKER: He is. Mr. Shavitz --

19 CHAIRMAN LUDLOW: Yeah, this is --

20 MR. WALKER: -- is in D.C.

21 CHAIRMAN LUDLOW: Yeah, but this is a great
22 representative experience for all you've done with
23 aviation. So I feel like getting you would be
24 getting a full basket, you know, because we would
25 have general and aviation at our disposal.

1 So, do either of you have a plane?

2 MR. WALKER: I do. Vinny is kind enough to
3 host me at Atlantic Aviation, so I --

4 CHAIRMAN LUDLOW: Oh, you're lucky.

5 MR. WALKER: -- do have a plane. We fly
6 clients in and out routinely, you know, obviously
7 using the FBO, which we appreciate.

8 CHAIRMAN LUDLOW: What kind of plane?

9 MR. WALKER: It is a Piper Cheyenne.

10 CHAIRMAN LUDLOW: Oh, nice. Very nice. I
11 have a Piper Cherokee. When it grows up, it will
12 be a Cheyenne.

13 So that's really -- I'm very impressed with
14 the aviation experience and also all of your
15 general governance and general counsel experience.
16 So that's the end of my questions.

17 So, Ms. Cash-Chapman?

18 MS. CASH-CHAPMAN: I'm still processing. I
19 need a minute. I don't make decisions very
20 quickly.

21 CHAIRMAN LUDLOW: Mr. Clarke -- I'm going
22 alphabetical. That's why that happens.
23 Mr. Clarke?

24 MR. CLARKE: Well, I -- I would ask you the
25 same question that I asked Mr. Jennison, unless you

1 agree with Mrs. Liotta and you don't feel
2 comfortable or feel it's appropriate to answer that
3 question. I'm -- I'm okay with that if you don't
4 feel like.

5 MR. WALKER: Appreciating the question, I do
6 think it's important to note that, you know, as
7 members of the Bar, we have heightened duties to
8 clients, but there's also information that I would
9 not be privy some to, so would I have done things
10 differently? I don't know the answer to that.
11 There's just information that I'm not privy to that
12 I wouldn't be qualified to make that decision at
13 this moment.

14 MR. CLARKE: All right. Thank you.

15 CHAIRMAN LUDLOW: Ms. Liotta?

16 MS. LIOTTA: I found your -- your RFQ response
17 very detailed, so I actually don't -- don't have
18 any, but thank you for the -- for making sure I
19 don't have questions.

20 MR. WALKER: Thank you.

21 CHAIRMAN LUDLOW: Very good. That's a
22 compliment.

23 Mr. Tucker?

24 MR. TUCKER: I have no questions, either.
25 Thank you.

1 CHAIRMAN LUDLOW: Darn, you guys must have
2 really covered it. I mean, I had -- I had my pages
3 all earmarked down here, too, so we have done our
4 homework for sure. So, Jenni- -- Michelle?

5 MS. CASH-CHAPMAN: No, I hate to not have a
6 question when someone comes up, like, that really
7 bothers me, but I don't have any right now, so...

8 CHAIRMAN LUDLOW: Okay.

9 MR. WALKER: Thank you, very much.

10 MR. KEMPF: Thank you.

11 CHAIRMAN LUDLOW: Thank you for your
12 presentation. And thanks, Chris, for coming to our
13 meetings and also, Jeffrey, you've been, too. You
14 know, it isn't always fun and games.

15 Okay. Next. Kemberli Marks? Thank you.

16 MS. MARKS: Good evening, members of the
17 board, and thank you so very much for hosting us.

18 I would like to say that, in the current
19 circumstance and under review of the RFP and
20 following along with your organization, I would
21 consider myself to be more of the rescue squad and
22 a specialist who has had unique experiences that
23 could certainly benefit this authority.

24 I would have to say that I'm probably one of
25 the few who has actually worked in-house at a

1 commercial airport authority as their chief legal
2 officer, general counsel, and corporate secretary.
3 In addition to that, I also have experience dealing
4 with aviation from more of a national perspective,
5 but also having been barred in the Florida Bar
6 since 2000.

7 And so, certainly, you know, from my materials
8 there, I think that a -- at a certain point, there
9 requires a degree of objectivity, there requires a
10 degree of consensus building, there certainly
11 requires a lot of training in order to effectuate
12 change that's going to be sustainable. And I think
13 that at this point, you know, you have an
14 organization who clearly has put out an RFP,
15 meaning that they are volunteering for sustainable
16 change.

17 And I think that under those circumstances,
18 sometimes it does require a specialist and someone
19 who I think you know from my materials that I
20 certainly understand the optics of having someone
21 who is not a resident immediately of the state, but
22 I also understand the importance of having someone
23 who is uniquely qualified to lend insight as a
24 matter of checks and balances, as a matter of
25 putting one's best foot forward toward change. And

1 I have come forward in order to be that person.

2 I have followed this organization mainly
3 through the news and have just offered myself up
4 for service based on seeing things that are
5 fixable. And that's the thing about -- that's the
6 thing about being an attorney sometimes.

7 I don't know if you guys have -- have seen a
8 movie -- and I'm not going to name the movie, no
9 free pub -- but there is a movie where the client
10 says, "Why do you even deal with me?" The client
11 says "Why do you even deal with me? Because I
12 don't listen to what you say, I always go back and
13 forth, I bring a whole bunch of drama." And the
14 lawyer says, "Well, you're my best client because
15 that's what I do. My business is fixing things and
16 solving problems." And so, if there aren't
17 problems to be solved and if everything is fixed,
18 then what would one's attorney do?

19 Now, there are things that are preventive, but
20 I think that there's still work to be done in
21 maintaining those things, and I think that, again,
22 we have a board who has exhibited some willingness
23 to effectuate positive change. And a lot of times
24 mistakes that are made are made from lack of
25 information, lack of understanding, not knowing

1 exactly what the rules and requirements are.

2 And so, to the extent that you have someone
3 who can serve as a lamplight through those
4 things -- and certainly I've done that, I've
5 navigated through FBI investigations. The state is
6 one thing, but I've navigated through FBI
7 investigations, state-level investigations, FAA
8 investigations, various environmental
9 investigations.

10 And so, certainly I feel like I could partner
11 with anyone and be an asset to any team. But most
12 importantly, I have worked as outside counsel long
13 term for an airport. I've also worked as an actual
14 badged employee, so I understand the nuances and
15 the differences between working with a board member
16 who's a volunteer board member but still has a
17 public mandate and things to accomplish but purely
18 from the standpoint of an outside firm that has
19 outside interests, but I've also understood the
20 dynamics of working with that same group of people
21 but you're a badged employee and your paycheck is
22 actually connected to having to negotiate some of
23 those roles. And so, I think that that is a unique
24 perspective that I can bring to whatever it is that
25 you guys see as a path forward, and I would offer

1 myself in whatever capacity that I am contracted to
2 contribute. Thank you.

3 CHAIRMAN LUDLOW: Wait.

4 MS. MARKS: Oh, I'm sorry. I'm open to
5 questions.

6 CHAIRMAN LUDLOW: So, Kemberli, are you -- did
7 I miss this? Are you sole practitioner or do you
8 have others in your office?

9 MS. MARKS: Well, I'm a sole practitioner who
10 has strategic relationships. To the extent that I
11 need some additional assistance, I can associate,
12 but for something like this, like I said, I'm
13 willing to partner with other local firms, but I
14 also -- these are things that I would handle just
15 myself because, you know, depending, some of it is
16 so high accountability that it should be considered
17 nondelegable.

18 CHAIRMAN LUDLOW: Uh-huh. Are you still of
19 counsel for Alabama's largest airport?

20 MS. MARKS: No, I'm not. That's what I'm
21 saying, is that that's the thing, is that -- so
22 here's the thing --

23 CHAIRMAN LUDLOW: I probably was writing a
24 note.

25 MS. MARKS: -- is that once you work for the

1 largest airport -- it's a national industry and
2 certainly I was recruited to join other airports,
3 received calls from Detroit, received calls from
4 Denver -- but if you want to stay in your state,
5 which is what it is that I wanted to do because at
6 the time I had family, my child was in high school
7 and things like that, and so I just launched more
8 of a consultancy and did other -- other legal work.
9 And so that's where I am, is that I do consultancy
10 work that is aviation-specific within the industry.

11 CHAIRMAN LUDLOW: I see. 25 years is --

12 MS. MARKS: Certainly.

13 CHAIRMAN LUDLOW: Right. Wow. Okay. That is
14 all I have. Ms. Cash-Chapman?

15 MS. CASH-CHAPMAN: I'm ready.

16 So, are you still in Alabama right now? Is
17 that where you plan -- could you just talk to me?
18 Because we're really hands-on.

19 MS. MARKS: No, I --

20 MS. CASH-CHAPMAN: So if you could just
21 clarify what that looks like for you should you
22 accept the position?

23 MS. MARKS: And I -- and I understand that.
24 So I am still -- so what I did is I bought this
25 historic building that I just fell in love with,

1 and so I do have an actual headquarters building
2 that that is in Alabama.

3 But, you know, I -- just like I'm here today,
4 I think she was surprised when I actually walked
5 in. She's like, "Are you here from Alabama?" I'm
6 like, "Yes, ma'am, I am."

7 CHAIRMAN LUDLOW: Yeah.

8 MS. MARKS: So -- so I certainly can be as
9 hands-on as you guys need me to be, but like I also
10 said, though, is that sometimes -- again, I've
11 worked for an airport as outside counsel and I've
12 also worked inside an airport and I do understand
13 the optics of -- so you mean to tell me that with
14 all of the attorneys in the state of Florida, the
15 only person that they could find to solve this
16 issue was some lady from Alabama?

17 So understanding that, that is what I said, is
18 that, you know, certainly I am willing to partner
19 with local counsel or even partner with whomever
20 you select as your counsel from among these people,
21 but to provide a voice of objectivity and a check
22 and balance of someone who has actually sat in the
23 seat at a commercial airport, who's actually sat in
24 the seat as an employee just to offer perspective
25 and offer solutions that may not be readily

1 available, having served only as outside counsel or
2 having never been actually employed by an airport
3 or having not actually practiced within commercial
4 aviation.

5 And so -- so, hopefully I've answered your
6 question, is that, you know, I can certainly
7 provide a broad range of services. I would be as
8 available as I need to be, but I can also provide
9 limited representation, if that is something that
10 would interest the board for a specific degree of
11 expertise.

12 MS. CASH-CHAPMAN: So, like, we meet once or
13 twice a month. Would we expect to see you sitting
14 here with us --

15 MS. MARKS: You would expect --

16 MS. CASH-CHAPMAN: -- that once or twice a
17 month?

18 MS. MARKS: -- to see me sitting here, yes,
19 ma'am. And -- and then that's the thing, is that
20 certainly this is the information age. I think
21 that, you know, we've all become accustomed to Zoom
22 and cell phone and -- and various other forms of --
23 of meeting.

24 I know that certainly you guys are not able to
25 vote, but I'm saying in working with staff and

1 things like that, certainly I'm available for Zoom.
2 To the extent that you are here, I am here. And
3 then, again, behind the scenes working with
4 whomever I would need to work with, I'm fully
5 available.

6 MS. CASH-CHAPMAN: Thank you.

7 CHAIRMAN LUDLOW: Thank you. Mr. Clarke?

8 MR. CLARKE: No, no questions.

9 CHAIRMAN LUDLOW: No questions. Ms. Liotta?

10 MS. LIOTTA: I think I had the same questions
11 as Ms. Cash-Chapman, so I'm good.

12 CHAIRMAN LUDLOW: Okay. Mr. Tucker?

13 MR. TUCKER: What was your -- what is your
14 connection to St. Augustine? How did you --

15 MS. MARKS: So my connection is not to
16 St. Augustine, but more to Florida and the aviation
17 industry.

18 So, if you're an aviation industry attorney
19 and also working as a consultant, then you
20 routinely see what RFPs are available, who is
21 looking for what work and, you know -- and even
22 what positions might be available in the aviation
23 space. And then from there, you also just kind of
24 research what their issues are.

25 I mean, it's a public agency, so things are in

1 the news. And, you know, in respect to Ms. Liotta,
2 not to go venture too far, but everybody knows
3 what's in the news. And so you can get a snapshot
4 of what the work is and whether or not you would be
5 of service and whether or not you should enter or
6 answer an RFQ under those circumstances.

7 So, again, I'm a member of various trade
8 organizations that deal with commercial airports,
9 both commercial and general, and honestly, I have a
10 little budding practice that deals with space as
11 well. I'm kind of developing some space things.
12 Alabama has Huntsville. And so -- so that's the
13 thing, is that, you know, if you're an actual
14 industry professional, then you just follow the
15 work, sir.

16 CHAIRMAN LUDLOW: I understand. That's yours,
17 Mr. Tucker? Well, thank you, Kemberli, and how
18 long did it take you to drive?

19 MS. MARKS: Not very long because my --

20 CHAIRMAN LUDLOW: Do you --

21 MS. MARKS: -- my husband is from Dothan,
22 Alabama --

23 CHAIRMAN LUDLOW: Oh, okay.

24 MS. MARKS: -- and so we routinely go there
25 and visit. And so, you know, it's just kind of --

1 I think it's maybe four and a half to five hours
2 from Dothan.

3 CHAIRMAN LUDLOW: I see.

4 MS. MARKS: And -- and again, you know, I come
5 to Florida in general several -- several times a
6 year, so it wasn't much of a drive.

7 CHAIRMAN LUDLOW: Thank you for making the
8 trip. I appreciate that.

9 I have to get -- okay. Smith
10 Gambrell & Russell, LLP.

11 MS. HODGES: Yes.

12 CHAIRMAN LUDLOW: There you are. Lawsikia.

13 MS. HODGES: Lawsikia.

14 CHAIRMAN LUDLOW: Yes.

15 MS. HODGES: It was meant to be in order.

16 CHAIRMAN LUDLOW: And he's local.

17 MS. HODGES: Yes. Dan Bean was not here with
18 me when you asked us to stand and introduce
19 ourselves --

20 CHAIRMAN LUDLOW: Right.

21 MS. HODGES: -- but this is my copartner that
22 will be helping me staff the board, and he is a
23 resident of St. Johns County.

24 CHAIRMAN LUDLOW: And -- and he's what firm?

25 MR. BEAN: Smith Gambrell.

1 CHAIRMAN LUDLOW: Oh, same. Okay. Thank you.
2 I recognize him.

3 MR. BEAN: Uh-huh.

4 MS. HODGES: So, for anybody who did not take
5 their five minutes, I would like to add that on to
6 my time, if that's okay in true lawyer style.

7 So as the chairwoman said, my name is Lawsikia
8 Hodges. This is my colleague, Dan Bean. And
9 first, I really want to thank you for this
10 opportunity to allow our firm to come and present
11 to you. It's nice to be the fourth firm to
12 present, and as the other firms were talking, I
13 thought about a few things that I wanted to start
14 out with.

15 Number one, I want to point out that I think
16 what you'll find in my representation and Dan
17 Bean's representation and the firm in general is
18 passion. Okay. We have a love for what we do. We
19 love working for city, county, and local
20 governments and special districts like yourself.

21 We have the resources. We have resources of
22 350 lawyers at your fingertips. We have 35 lawyers
23 that's right here in downtown Jacksonville. We are
24 very near. As I said, Dan Bean is a resident of
25 St. Johns County, I'm a resident of Clay County,

1 and our offices are downtown.

2 And most importantly, we have specific
3 experience. And I really think that's very
4 important. What I mean by specific experience, I
5 mean Florida experience, representing Florida city,
6 county, and local governments.

7 I am a bird -- board certified specialist in
8 city, county, and local government law. And with
9 that certification, I have been evaluated by my
10 peers. I had to go through a rigorous Florida Bar
11 examination as -- as well as also getting
12 recommendations from several other lawyers that
13 practice in the specific area of city, county, and
14 local government law.

15 And I think that's very important because with
16 city, county, and local government law, the things
17 that are unique to you, to special districts, we
18 just can't afford to make mistakes. You know,
19 we're talking about Sunshine Law and ethics and
20 public records and procurement.

21 You know, you have a wonderful master plan.
22 You're getting grants coming in. As your interim
23 executive director said a couple of months ago at a
24 meeting, many people are trying to have a
25 relationship with this Airport Authority, and so

1 you're going to need to know about the public
2 bidding requirements for Florida. You'll need to
3 know about, you know, CCNA, the Competitive
4 Consultants' Negotiation Act. You need to know how
5 to your contracts. And so, these are all areas
6 that I'm very experienced in.

7 So let me quickly go through some specific
8 points that were referenced in our RFP. I lead the
9 governmental affairs practice for Smith Gambrell.
10 I have 17 years of experience in the City of
11 Jacksonville consolidated government.

12 And 17 years working for the City of
13 Jacksonville is more like, you know, 50 years
14 translated in realtime because that's a
15 consolidated government and you're not just
16 representing the mayor's office and the 19 elected
17 officials, but you're also representing
18 constitutional offices, departments, directors, as
19 well as independent agencies, as we call them, or
20 special districts. So your Port Authority, your
21 Housing Authority, your Airport Authority.

22 So the Jacksonville Aviation Authority was one
23 of my former clients when I was at the City of
24 Jacksonville. And while there, I should say I was
25 a deputy general counsel. So I oversaw all of the

1 government operations transactions for the entire
2 consolidated government and its independent
3 authorities.

4 My colleague here, Dan Bean, I could probably
5 talk about him for days, but he is a veteran, and
6 Dan Bean has also specifically represented the
7 St. Johns County Commission on matters. He's also
8 represented Governor DeSantis as well as other
9 elected local officials on matters dealing with
10 investigative matters or ethics issues that they
11 may have faced.

12 So we're a full-service firm, as I said, 350
13 lawyers. We do have a very strong aviation
14 practice. In fact, we started our practice
15 representing Eastern Airlines.

16 We have several offices here in Florida and
17 across the nation as well as internationally, and
18 we -- our avia- -- aviation attorneys are based out
19 of Miami, New York, and Atlanta. We also have
20 labor and employment lawyers that are right here in
21 our Jacksonville office. We have intellectual
22 property lawyers.

23 I happened to be looking at your website. Is
24 that -- is that my time? Is that my time? Anybody
25 want to donate some minutes to me? I see not. Can

1 I just make one quick point and then I'll allow you
2 to ask questions?

3 I represent one of your, maybe you call them a
4 distant cousin, the Anastasia Mosquito Control
5 District --

6 CHAIRMAN LUDLOW: I was going to --

7 MS. HODGES: -- of St. Johns County.

8 CHAIRMAN LUDLOW: -- ask you about that.

9 MS. HODGES: And it's been quite a joy
10 representing them and getting to know those board
11 members. Feel free to go watch any of those tapes.
12 I think you will be able to see in the six months
13 of me representing them, they had similar
14 organizational parliamentary rules, maybe being
15 versed in that, and we were able to basically put
16 the processes in place and working with those board
17 members, you know, to make it more efficient.

18 So that -- you know, you are volunteers. And
19 so as well as the people that come and attend the
20 meetings. So I'll close with that since I'm out of
21 time, but I've probably got another 30 minutes I
22 could talk about.

23 CHAIRMAN LUDLOW: But, yes, I did see that you
24 represented the Mosquito Control. Are you still
25 doing that?

1 MS. HODGES: I am still doing that.

2 CHAIRMAN LUDLOW: Okay. And you're town
3 attorney for Orange Park?

4 MS. HODGES: Correct.

5 CHAIRMAN LUDLOW: And, Dan, now I know. I
6 couldn't think and talk at the same time. With
7 TPO, when I went to the TPO meeting --

8 MR. BEAN: That's right.

9 CHAIRMAN LUDLOW: -- and you were there. And
10 you invited everybody for a tour of the ship but
11 me.

12 MR. BEAN: Well, you're welcome any time.

13 CHAIRMAN LUDLOW: I won't hold that against
14 you.

15 MS. HODGES: Please don't hold that against
16 us.

17 MR. BEAN: I was the chair of the Jacksonville
18 Port Authority board.

19 CHAIRMAN LUDLOW: Right. Right. Yeah, you
20 have a ton of experience --

21 MR. BEAN: Thank you.

22 CHAIRMAN LUDLOW: -- yes, I'm well aware.

23 So actually, you know, I'd already gone
24 through this, so I don't have any other questions
25 on that. Is that all you do, Tammi (sic), is the

1 Orange Park and Mosquito Control? I mean, are you
2 on other --

3 MS. HODGES: I also do transactional work for
4 the City of Jacksonville, right.

5 CHAIRMAN LUDLOW: Okay. City of Jacksonville.
6 Okay. Thank you. That's all I have, thank you.

7 And Ms. --

8 MS. CASH-CHAPMAN: I am not ready.

9 CHAIRMAN LUDLOW: Mr. Clarke?

10 MR. CLARKE: No. That was very thorough.

11 CHAIRMAN LUDLOW: No questions.

12 MS. HODGES: Can I address, through the
13 Chair --

14 CHAIRMAN LUDLOW: Yes.

15 MS. HODGES: -- Mr. Clarke's earlier question,
16 if it's --

17 MR. CLARKE: Oh, yeah, please do.

18 MS. HODGES: -- that's okay?

19 Here's -- I mean, I can't speak to other
20 firms, obviously, and I will not speak to what
21 other firms are. As the board members have so
22 eloquently said, I don't have enough facts.

23 But what I can tell you, having worked
24 in-house for a government entity for 17 years, I am
25 not wired to withdraw from my client, because it's

1 kind of been ingrained in me that you're almost,
2 once you sign up to be an attorney, that's your
3 client. And so, I can at least tell you from my
4 perspective, the 17 years at City of Jacksonville
5 in-house has wired me to not withdraw, so...

6 MR. CLARKE: Thank you.

7 CHAIRMAN LUDLOW: I see. Thank you. Okay.
8 Ms. Liotta?

9 MS. LIOTTA: Okay. Well, I guess that I do
10 have a question, then.

11 It's my understanding, though, that under the
12 Florida Bar rules for ethics, there are certain
13 situations in which an attorney is actually
14 required to withdraw; is that -- my understanding
15 correct?

16 MR. BEAN: Yes.

17 MS. HODGES: Correct.

18 MS. LIOTTA: Okay.

19 CHAIRMAN LUDLOW: Okay. Mr --

20 MR. BEAN: But how you withdraw is a different
21 matter, right? Whether you go out publicly or
22 privately, right? Because you're a lawyer, right?

23 MS. LIOTTA: (Nods head.)

24 MR. TUCKER: I have no further questions.

25 CHAIRMAN LUDLOW: Did you know Jennifer? Do

1 you know Jennifer?

2 MR. BEAN: No. We just did our preparation
3 for the meeting.

4 CHAIRMAN LUDLOW: I see. Very nice. Thank
5 you.

6 MS. LIOTTA: I'll just make a statement for
7 the record. I have no personal relationships with
8 any of the respondents who have put in any of
9 the -- in connection with this RFP.

10 CHAIRMAN LUDLOW: Thank you.

11 MR. BEAN: Thank you.

12 CHAIRMAN LUDLOW: So, and no --
13 Ms. Cash-Chapman?

14 MS. CASH-CHAPMAN: No, I think I've heard
15 everything I need to.

16 CHAIRMAN LUDLOW: Okay. So thank you for your
17 services and thank you for being here. And I'm so
18 happy I recognized where I knew him from. I
19 wouldn't have been --

20 MR. BEAN: And you're welcome on the ship any
21 time.

22 CHAIRMAN LUDLOW: Yeah, right. All right.
23 Thank you, so much. So, now I have
24 Trask Daigneault. Oh, that's Tammi. That's right.
25 I said the wrong name.

1 MS. BACH: Hi there. My name is Tammi Bach
2 and I'm with the firm of Trask Daigneault. And our
3 law firm is in Clearwater. That is our main
4 office, but like me, a few of our attorneys work
5 remotely and we use our ten -- we have ten lawyers,
6 and we represent cities and special districts.

7 I am -- I recently left the City of
8 Fernandina Beach after 17 years as the city
9 attorney there. And if you know, we have a -- a
10 general aviation airport. Not as -- not as big as
11 yours, but --

12 CHAIRMAN LUDLOW: But it's beautiful.

13 MS. BACH: -- it's -- it's very -- it's very
14 beautiful --

15 CHAIRMAN LUDLOW: Yes.

16 MS. BACH: -- and it's very similar.

17 I was the -- as the city attorney, I probably
18 spent at least 20 percent of my time working
19 day-to-day with the airport manager. And with --
20 so I have some few notes very specific.

21 But generally, I am a board certified local
22 government lawyer, city, county, and local
23 government, just like Lawsikia said. I've been
24 board certified since 2006. So that's all I've
25 done. And I have been a member of the Bar since

1 '99. So for almost 26 years, all I've done is
2 local government law. I was board certified in
3 2006 and that was right before I joined the -- the
4 City of Fernandina Beach and became their city
5 attorney.

6 I was the sole attorney, in-house attorney.
7 We had some insurance defense counsel and things,
8 but I rarely sought special counsel, so it was
9 myself and a paralegal for 17 years.

10 So, some of the things that I did were -- that
11 is -- I can -- Sunshine Law, ethics, sovereign
12 immunity, all of those things, Cindy can tell you,
13 Lawsikia, any of these lawyers, those -- all of
14 those general areas of local government law, that's
15 my area of expertise. But then I have some special
16 expertise from serving the City of
17 Fernandina Beach.

18 So at the airport, we went through in my 17
19 years, five airport managers. We had a Part 13
20 complaint with the FAA that I handled with the
21 Atlanta office personally. We had certainly lots
22 of threats that the FAA grant assurance 22 was
23 being violated, and I handled those complaints
24 informally before they got to the FAA.

25 We -- FHB, as Fernandina Airport is known, we

1 developed new minimum and updated minimum
2 standards. I headed that up. Rules and
3 regulations for the airport. We had a brand new
4 FBO join the airport after having another FBO for
5 over 20 years. I negotiated that lease. I did
6 seek an aviation attorney, Mr. Ed Booth, out of
7 Jacksonville, to help us a little bit with that.

8 We had litigation with the old FBO, McGill
9 Aviation. Right as I was coming on, we were
10 finishing 29 days of arbitration, so we had to
11 finish out that litigation.

12 We had a new terminal building constructed. I
13 handled the construction contract. And also
14 throughout the construction, we had a few problems
15 which ended in a paint job that needed to be done
16 redone that I handled getting that repainted. We
17 had -- as I said, we didn't have to make a bond
18 claim in that case.

19 So, from those experiences, that's just a
20 list. I won't bore you or take more of your time
21 with the other -- oh, one more thing. An
22 Airprop -- Airport Layout Plan, we've done that now
23 twice since I was there. And so I'm very familiar
24 with all of those general aviation, local airport
25 issues working with the airport manager on a daily

1 basis, working with airport consultants. I've
2 worked with Passero many times. They also worked
3 at the Fernandina Airport. And so, I think that
4 day one, I can hit the ground running for you.

5 I live in Fernandina Beach. I don't spend
6 very much time in Clearwater at all. That's our
7 home office, but I am frankly building an office
8 for us in North Florida. So I hope to add another
9 attorney, although besides this, right now my other
10 client is the Port of Fernandina, the Ocean Highway
11 and Port Authority, but they have a very limited
12 budget and they have me about 15 hours a month.

13 In addition to being able to help you as a
14 local government lawyer, we do in our office have a
15 real estate lawyer. That's all she does, is
16 real estate transactions, closings, title work,
17 that kind of a thing. And we have a labor and
18 employment lawyer. So we cover all of the areas
19 that I think the Authority would need coverage in.

20 CHAIRMAN LUDLOW: I see.

21 MS. BACH: And it's about an hour and 15
22 minutes it took me to get here today, so I'm happy
23 to be here of course in person any time I'm called
24 upon.

25 CHAIRMAN LUDLOW: Well, I mean, you have two

1 wonderful places, Fernandina and Clearwater. Gosh,
2 that'd be a tossup. I don't know which one there I
3 would go for.

4 MS. BACH: I told them I could not leave
5 North Florida, though. It really has my heart.
6 Even though I went to Stetson Law School and so I
7 spent a lot of time in Pinellas County.

8 CHAIRMAN LUDLOW: Yes, I was going to mention
9 Stetson. I was born in DeLand, so I ran up and
10 down the halls of Stetson as I was through grammar
11 school, so I know -- know that well.

12 How much did that building cost for the
13 airport?

14 MS. BACH: \$4 million.

15 CHAIRMAN LUDLOW: Okay. I wondered that.
16 Okay. That's all I have. So, Ms. Cash-Chapman?

17 MS. CASH-CHAPMAN: I'm not ready yet.

18 CHAIRMAN LUDLOW: Mr. Clarke?

19 MR. CLARKE: No. No thanks.

20 CHAIRMAN LUDLOW: Ms. Liotta?

21 MS. LIOTTA: I guess just one for now. You
22 mentioned a Part 13. Any Part 16 experience?

23 MS. BACH: No, that -- not the formal Part 16.
24 The person did not have standing to bring a
25 Part 16, so had to do the informal Part 13.

1 CHAIRMAN LUDLOW: I see. Thank you.

2 Mr. Tucker?

3 MR. TUCKER: I have no questions.

4 CHAIRMAN LUDLOW: Well, thank you, Tammi.

5 MS. BACH: Thank you.

6 CHAIRMAN LUDLOW: That was -- actually that
7 was a great way to end. So we've heard all -- no
8 more questions. We've heard all the presentations.
9 And I'm quite impressed. I was -- had my mind all
10 made up, and now you made me waffle a bit. So
11 those presentations work, let me tell you.

12 Okay. So, now I --

13 MS. LAQUIDARA: If -- if the -- if you have a
14 recommendation, you can make that be a motion and
15 see if there's a second, or you can first ask for
16 some general discussion on the process that the
17 board members would like to have: Is there a
18 general idea do they want to vote today? Is there
19 follow-ups that they want to schedule?

20 You would -- you would choose at least a first
21 and a -- and the second. So, I don't know the
22 board's preference in how they'd like to proceed,
23 whether people are ready, having reviewed the
24 submissions and asked questions --

25 CHAIRMAN LUDLOW: Okay.

1 MS. LAQUIDARA: -- for someone to make a
2 motion to approve or the candidates.

3 CHAIRMAN LUDLOW: I see. And I apologize to
4 the audience. We obviously didn't allot a right
5 amount of time for this, but it's very necessary,
6 so I'm glad we're getting it done.

7 So, discussion. Michelle, what are your
8 thoughts?

9 MS. CASH-CHAPMAN: Well, I have a lot of
10 thoughts.

11 CHAIRMAN LUDLOW: I could tell.

12 MS. CASH-CHAPMAN: Who would be surprised?
13 But I'd like to hold off for a minute because I --
14 I have a lot in my head. So maybe if you guys
15 discuss a little bit, that might help me clarify
16 some things before I start talking.

17 MR. TUCKER: I will.

18 CHAIRMAN LUDLOW: Mr. Tucker?

19 MR. TUCKER: Yeah, I -- I'm really not
20 prepared to try to whittle it down much at this
21 point in time because I think the presentations
22 have brought up several items that I would like to
23 follow up on and get a little more information
24 either from them or from other people that they
25 mentioned about that. So I would like to see us

1 defer at least whittling it down until a little bit
2 later. That's just my opinion.

3 MS. LAQUIDARA: Through the Chair?

4 CHAIRMAN LUDLOW: Yes.

5 MS. LAQUIDARA: Once the submissions are made,
6 people can't amend them or go to third -- you know,
7 other areas to go look at information and bring it
8 in, because now the rules are different for
9 different people. They all -- they all have to
10 make their submissions on the same thing.

11 So the information you have, now you may want
12 to cogitate on it and not be ready today, but the
13 information you have is -- is closed. They --
14 they -- you can't amend and change the -- the terms
15 of the RFQ now.

16 MR. TUCKER: Okay. I understand.

17 MS. LAQUIDARA: Okay. I'm sorry.

18 MR. TUCKER: I'm still not prepared to make a
19 decision today.

20 CHAIRMAN LUDLOW: Okay. Ms. Liotta, thoughts?

21 MS. LIOTTA: Well, I -- I think we do have --
22 I mean, I -- one way to approach this maybe is say,
23 hey, we've got a couple -- as I see, a couple of
24 buckets maybe a profile of responses.

25 Specifically, we've got solo practitioner and

1 we have firm. So we've got two essentially solos
2 and three firms. If there's a consensus that we
3 believe -- you know, we really prefer a firm, then
4 we've narrowed down -- we've narrowed it from five
5 to three right there.

6 MS. CASH-CHAPMAN: That's a good way to look
7 at it.

8 CHAIRMAN LUDLOW: That's -- anything else?
9 Anything else, Dennis?

10 MR. CLARKE: Well, I hadn't thought about the
11 difference between a sole practitioner and a firm,
12 but I -- you know, I do -- because I'm very
13 impressed with all five candidates.

14 Every one of them brings something that the
15 Authority needs to the table, so it's going to be a
16 very difficult decision. But, you know, I'm
17 prepared to recommend two or three for further
18 exploration.

19 CHAIRMAN LUDLOW: So, could be that we could
20 narrow it down to two or three? Thoughts?

21 MS. CASH-CHAPMAN: I would be comfortable
22 narrowing it down to two or three, but I do
23 appreciate Ms. Liotta's maybe point that we should
24 discuss if we prefer a firm or a solo practitioner.

25 I know that my thoughts lie more on a firm

1 side, just to give us that -- I mean, we know
2 how -- we know how much time we require. And so to
3 know that we have kind of more -- more resources
4 behind us.

5 CHAIRMAN LUDLOW: Uh-huh.

6 MS. CASH-CHAPMAN: Honestly, it sounds like,
7 one, while a solo practitioner, sounds like someone
8 that we would kind of keep a file on for consulting
9 purposes later, as well, but maybe not our full
10 general counsel.

11 CHAIRMAN LUDLOW: Okay. Thank you. And so,
12 Dennis, what do you think about -- do you want to
13 narrow it down at this point between solo and
14 firms?

15 MR. CLARKE: No. I would think we would go
16 with a firm. I think there's -- there's going to
17 be enough activity going forward. I mean, we have
18 some rather ambitious plans on both, you know, the
19 existing airfield and a possible new airfield that,
20 you know, we're going to need a lot of resources,
21 both, you know, legal management, financial, and so
22 I think a firm would be preferable at this point.

23 CHAIRMAN LUDLOW: Ms. Liotta?

24 MS. LIOTTA: I agree. I think -- I wasn't
25 trying to lead anybody, but I think -- I'm

1 imagining a situation of what if we wanted to do a
2 bond? If we had to then do an RFP for a bond
3 counsel because we didn't have an established
4 relationship, you know, I don't know if that's how
5 it would play out, but if we did have to do -- if
6 we had a big project like that, that would slow
7 things down tremendously if we -- if we had a solo
8 or -- you know, on board as an our GC. No -- no
9 disrespect to the -- I agree that they're all
10 strong attorneys, but it's a matter of what do we
11 see as potentially our need as an airport.

12 CHAIRMAN LUDLOW: I see. Your opinion,
13 Mr. Tucker?

14 MR. TUCKER: I am not prepared to whittle it
15 down like that, but of course I'm just one person.

16 CHAIRMAN LUDLOW: Okay. Okay. I'd prefer a
17 firm. So, we have four, so what do we do now?

18 MS. LIOTTA: So to maybe -- to keep it clean,
19 maybe we just make a motion and a vote. So I guess
20 I'll move that we narrow the candidate responses to
21 the three firms which I understand are,
22 Lippes Mathias; Smith, Gambrell, Russell; and
23 Trask --

24 MS. BACH: Daigneault.

25 MS. LIOTTA: Daigneault. Thank you.

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

2 CHAIRMAN LUDLOW: Okay. So we have a first
3 and a second to narrow it down to three firms. Do
4 I have any discussion?

5 (None.)

6 CHAIRMAN LUDLOW: Do I need to ask public?

7 MS. LAQUIDARA: You do have to have public
8 comment before you take final action, so --

9 CHAIRMAN LUDLOW: So is there any public
10 comment on narrowing this down to? Yes?

11 MR. CLARKE: Mr. Jennison.

12 MR. JENNISON: Yes. I'm Peter Jennison of
13 The Jennison Firm. I'm a solo practitioner, so I
14 think I'm already out, but I would be willing to
15 partner with you as a firm if you wanted to work
16 together. She's an expert and I'm local and you
17 could get the best of both worlds. So that's my
18 public comment.

19 CHAIRMAN LUDLOW: Good for you. Thank you.
20 Thank you for saying that. Any other public
21 comment? We weren't ready for this today, so...

22 MS. LAQUIDARA: Right. And -- and the
23 submissions are closed at the time and on the date
24 that they were submitted. It's one of the few hard
25 and fast laws that -- when they get arbitrary if

1 people amend their submission after the time and
2 date for submission. So interesting, but can't be
3 done unless you were to reject them all under
4 Florida law.

5 CHAIRMAN LUDLOW: I see.

6 MS. LAQUIDARA: So that's where we are. Now,
7 it doesn't mean later one of these firms might not,
8 having heard such talent, wanted to connect to
9 reach somebody or this body may at a later date
10 take some action. But on this RFQ, the decision is
11 based on the submissions that were on the date and
12 time.

13 MS. MARKS: And I did have one public comment.
14 I think that if you review my submission, you
15 will see that, in my submission, I made myself
16 available for limited representation and not as the
17 general counsel, but to have limited
18 responsibilities and being partnered. And that is
19 a part of my specific submission that I anticipated
20 in the beginning.

21 So that -- that would be an option in terms of
22 at least what I submitted as is. I wanted to
23 clarify that I am available to be contracted more
24 as a consultant, as a specialist, and partnered
25 with whomever the -- the Authority may select.

1 CHAIRMAN LUDLOW: You made a very nice
2 impression, and thank you for driving all that way
3 for sure. We still have to vote on --

4 MS. LAQUIDARA: Now there's been a motion
5 and --

6 CHAIRMAN LUDLOW: A second.

7 MS. LAQUIDARA: -- and a second.

8 CHAIRMAN LUDLOW: And we've had public
9 comment.

10 MS. LAQUIDARA: And you've had public comment,
11 so now it's back to the board for a vote all in
12 favor of Ms. Liotta's motion.

13 CHAIRMAN LUDLOW: All in favor of -- you mean,
14 Jennifer.

15 MS. LAQUIDARA: Yeah. So of Ms. Liotta's
16 motion to --

17 CHAIRMAN LUDLOW: Yeah, Ms. Liotta. I thought
18 you said Michelle. Okay.

19 MS. LAQUIDARA: -- to cut the list down to the
20 three law firms as opposed to solo practitioners.

21 CHAIRMAN LUDLOW: Right. So we should vote on
22 that. Ms. Cash-Chapman?

23 MS. CASH-CHAPMAN: Aye.

24 CHAIRMAN LUDLOW: Mr. Clarke?

25 MR. CLARKE: Aye.

1 CHAIRMAN LUDLOW: Ms. Liotta?

2 MS. LIOTTA: Aye.

3 CHAIRMAN LUDLOW: Mr. Tucker?

4 MR. TUCKER: No.

5 CHAIRMAN LUDLOW: Ms. Ludlow? Aye. So we
6 have -- we will cut it down to the three firms and
7 not have the individuals. So, I'm sorry about that
8 and thank you all -- all for coming.

9 So, now we still have to go further and decide
10 between these three?

11 MS. CASH-CHAPMAN: It's up to us.

12 MS. LAQUIDARA: At some point, yes. Either
13 today or -- or --

14 CHAIRMAN LUDLOW: I wasn't prepared for this.
15 I didn't think -- I thought the board still was --
16 was still going to make their decisions and then
17 get back and have this meeting, so...

18 MS. CASH-CHAPMAN: But remember, we still have
19 that opportunity to not make a decision today, too.
20 That's also an option. If one of us makes a motion
21 to -- to do something to further this, that's still
22 a choice for us.

23 CHAIRMAN LUDLOW: Uh-huh. That's a very good
24 point.

25 MS. CASH-CHAPMAN: We don't have to do it

1 right this second, if -- if most of us are not
2 equipped to do that.

3 MS. LIOTTA: I guess I have a question,
4 because that does -- if the majority of the -- if
5 we're comfortable saying if we just want to say who
6 our top one or one and two are, there may be a
7 consensus. We haven't polled ourselves to see if
8 we have the consensus right now. I understand not
9 everybody might not be ready to list, but if we
10 have a majority consensus, we can move forward.

11 CHAIRMAN LUDLOW: Is that true?

12 MS. LAQUIDARA: Yes. If you have --

13 CHAIRMAN LUDLOW: I mean is that -- not is
14 that true.

15 MS. LAQUIDARA: Through the Chair. Yes, if
16 you have a majority, so there could be a motion, if
17 Ms. Liotta, for example, or any board member has
18 their preference in their mind and is ready, then
19 they can make that motion and see if there's a
20 second and then discussion to see whether it passes
21 or -- or not. So that's certainly appropriate.

22 If you -- if you don't vote today, there --
23 the respondents are still required to be evaluated
24 on what they submitted on paper, what you heard
25 today, and there can't be any phone calls or

1 e-mails or separate research, no hitting Reddit to
2 see what's going on.

3 You just have to -- you've got the
4 information. If you just need time processing it,
5 reading back through it now that you've heard
6 presentations, that's one thing. I just wanted to
7 make sure that's clear. But if -- if one of the
8 members is ready to make a motion, then certainly
9 they -- it's procedurally correct to make that
10 motion.

11 CHAIRMAN LUDLOW: I see. Otherwise, I would
12 say the board to vote on it at the next meeting,
13 you know, something like that.

14 MS. LAQUIDARA: With the caution that of
15 course they can't talk among each other, you know
16 that, but you also can't talk with the parties to
17 get any information that was not submitted to you
18 by the deadline or presented here --

19 CHAIRMAN LUDLOW: Uh-huh.

20 MS. LAQUIDARA: -- in the sunshine meeting.

21 CHAIRMAN LUDLOW: Uh-huh. So they -- since we
22 don't know, we just have these three, so all three
23 could reappear July 21st at the next meeting or
24 they would not -- it would not be necessary, we
25 would vote on -- on one of these three in the next

1 meeting, July 21.

2 MS. LAQUIDARA: Yes, all the meetings are open
3 to the public. If you don't have a motion today
4 for approval of any particular firm, then it's a
5 matter that's deferred; you haven't -- you haven't
6 completed it. And then you can look through your
7 materials, ponder a great thought and then come
8 back. But -- but again, you know, I'd caution
9 there is no more information than what you have
10 today.

11 CHAIRMAN LUDLOW: Okay. So my first question
12 should be for the board: Do we want to defer it?
13 And the next -- I mean, defer the choice of these
14 three. And the next question would be: Do we want
15 to choose one of these three today?

16 MS. CASH-CHAPMAN: Can I?

17 CHAIRMAN LUDLOW: Please.

18 MS. CASH-CHAPMAN: So I don't -- I don't know
19 if that question can be answered just yet. And the
20 only reason I say that is I would be open to having
21 an open discussion regarding the three that are
22 still here. And then after that discussion, if we
23 don't have a consensus or if someone is really
24 adamant that they're just not on board, I would be
25 comfortable deferring a selection. But I think

1 that either way, it's worth a discussion now,
2 because if we don't discuss it now, we're going to
3 postpone that to the next meeting and still have to
4 have a full discussion, so --

5 CHAIRMAN LUDLOW: But we have had discussion
6 with them.

7 MS. CASH-CHAPMAN: Right. A discussion among
8 ourselves as a board over who we think -- I mean,
9 to discuss each -- each qualifying person that is
10 here.

11 Because we might find after this discussion
12 that, hey, we're all kind of talking around it but
13 we're all still thinking the same thing and we
14 could move forward, or we have the discussion and
15 say, oh, I didn't think about that, let me think
16 about it for a little bit longer.

17 CHAIRMAN LUDLOW: Okay. So I would go through
18 our alphabet and say, Ms. -- Michelle, you know,
19 what are your three choices or two choices or one
20 choice or whatever, and then just go through
21 alphabetically and you do the same thing?

22 MS. CASH-CHAPMAN: Or we could just say a firm
23 and then just each discuss that one firm and then
24 move -- I mean, that might be easier than starting
25 with Michelle ranking top three people while

1 they're staring at me first. Whichever.

2 CHAIRMAN LUDLOW: Uh-huh. Thoughts?

3 MS. LIOTTA: I -- I think that's a good
4 suggestion. Maybe we just generally discuss each
5 of the three because we may -- in that discussion,
6 someone bring up something someone else hasn't
7 thought of and then that might eventually change,
8 you know, what we would rank as a consensus.

9 CHAIRMAN LUDLOW: Your thought, Len?

10 MR. TUCKER: I don't mind having a discussion
11 on this at this point.

12 CHAIRMAN LUDLOW: Okay. You don't mind,
13 Dennis?

14 MR. CLARKE: No. Fine.

15 CHAIRMAN LUDLOW: Okay. So then -- yes.

16 MS. CASH-CHAPMAN: Do we have to do anything
17 or just have our discussion? You looked like you
18 had something that was --

19 MS. LAQUIDARA: No. No. No, the board -- the
20 board can just have a general discussion.

21 MS. CASH-CHAPMAN: Okay.

22 CHAIRMAN LUDLOW: Okay. So I would -- what I
23 would say is each board member either rank these
24 three or rank the two or tell which one you would
25 like one, two, and three.

1 MS. CASH-CHAPMAN: I would be more comfortable
2 if we just went down the list and said --

3 CHAIRMAN LUDLOW: We only have three.

4 MS. CASH-CHAPMAN: -- for this -- right. I
5 understand. But if we start with, you know, the
6 first firm that spoke, that we discuss that firm as
7 a whole instead of me saying, I like one, two,
8 three, I'd be more comfortable with that.

9 CHAIRMAN LUDLOW: Yeah, but I thought I didn't
10 really see any discussion when -- since we've
11 already heard from them.

12 MS. LAQUIDARA: For discussion purposes
13 only --

14 CHAIRMAN LUDLOW: Uh-huh.

15 MS. LAQUIDARA: -- you can ask -- someone can
16 make a motion to discuss the firms, the remaining
17 firms, in alphabetical order and to identify any
18 questions or concerns they have with each of those.
19 If that -- that might be one way to proceed.

20 If someone has somebody, it doesn't mean
21 they're going to get it, but it would frame the
22 discussion if someone said, well, I'm comfortable
23 with Firm A, so I move approval for Firm A, second,
24 just for the discussion purposes. And then if
25 they -- they may not have it.

1 But I would either go alphabetical and ask for
2 comments if anybody has any on each of the firms --

3 MS. CASH-CHAPMAN: Uh-huh.

4 MS. LAQUIDARA: -- and then call for a motion
5 for one of them or what seems to be --

6 CHAIRMAN LUDLOW: Okay. So it would be
7 Lippes, Smith, and Trask --

8 MR. CLARKE: And Trask.

9 MS. LAQUIDARA: If you --

10 CHAIRMAN LUDLOW: -- in that order, right?

11 MS. LAQUIDARA: If that works.

12 CHAIRMAN LUDLOW: Okay. So, Ms. Cash-Chapman,
13 Lippes, Smith --

14 MR. CLARKE: Trask.

15 CHAIRMAN LUDLOW: -- and Trask.

16 MS. LAQUIDARA: All right. So --

17 MS. CASH-CHAPMAN: What are you asking me?

18 MS. LAQUIDARA: If, Ms. Cash-Chapman, if you
19 would make a motion, if you're agreeable, to
20 discuss the three firms in alphabetical order.

21 MS. CASH-CHAPMAN: I would like to make a
22 motion to discuss the three firms that we have left
23 in alphabetical order to see if we can discuss the
24 pros and cons of each to see if we can come to a
25 consensus prior to making a motion to vote.

1 MR. CLARKE: I'll second.

2 CHAIRMAN LUDLOW: Okay. We have first and a
3 second. All in favor, say aye.

4 MR. CLARKE: Aye.

5 MS. LIOTTA: Aye.

6 MS. CASH-CHAPMAN: Aye.

7 MR. TUCKER: Aye.

8 CHAIRMAN LUDLOW: Aye. Any opposed?

9 (None.)

10 CHAIRMAN LUDLOW: No. Okay. So now we can
11 dis -- because you're still --

12 MS. CASH-CHAPMAN: You really want me to go
13 first.

14 CHAIRMAN LUDLOW: I know it.

15 MS. CASH-CHAPMAN: God, Reba.

16 CHAIRMAN LUDLOW: Your name -- no. Your name
17 is right there.

18 MS. CASH-CHAPMAN: You don't always have to go
19 alphabetical, for the record. Let's switch it up
20 maybe.

21 MS. LAQUIDARA: There is --

22 MS. CASH-CHAPMAN: No, that's fine. I think
23 that the candidates that we have are all excellent,
24 and to be perfectly honest, I do not have a hard
25 one, two, and three at this point, which is why I

1 think it's really important that we have a
2 discussion.

3 I am obviously looking at numerous things at
4 this point. I obviously love that we have local
5 candidates. I am still looking at the monthly
6 retainer versus some of the other monthly
7 retainers. That's obviously something that we need
8 to be cognizant of, especially given our recent
9 budget hits. I do like that we have, and I think I
10 can say this about everyone, that we have aviation
11 experience.

12 Honestly, I'm going to put this out here. I
13 appreciate that they did not answer about our past
14 issues, because they are a hundred percent right,
15 there was not enough information for them to give
16 an educated answer on that.

17 And so, when people did answer, that really
18 hit me and kind of said some things that I needed
19 to hear to help make a decision based on who I want
20 to work with.

21 CHAIRMAN LUDLOW: Rank one, two, three?

22 MS. CASH-CHAPMAN: I'm not prepared to do
23 that. I'm prepared to discuss each firm, as I've
24 made the motion and it was approved. So that is my
25 discussion on that firm and I look forward to

1 hearing everyone else's discussion on that firm.

2 CHAIRMAN LUDLOW: Okay. So, alphabetically
3 you're saying you want discussion on the
4 Lippes Mathis firm.

5 MS. CASH-CHAPMAN: That's what the motion was,
6 yes.

7 CHAIRMAN LUDLOW: Yes.

8 MS. CASH-CHAPMAN: That we're all going to
9 discuss this one firm and then move on to the next
10 firm.

11 MR. CLARKE: Can't give an opinion on the
12 other two at the same time?

13 MS. CASH-CHAPMAN: Nope.

14 CHAIRMAN LUDLOW: I disagree.

15 MS. CASH-CHAPMAN: That was the motion, so
16 that's what I'm going with.

17 CHAIRMAN LUDLOW: Yeah, I mean --

18 MS. CASH-CHAPMAN: We just voted on that.

19 CHAIRMAN LUDLOW: Does the rest of the board,
20 would they like to -- is that -- that just -- we're
21 going to not be through till midnight.

22 MS. CASH-CHAPMAN: Well, that was the motion.
23 We agreed on it. I clearly just stated I am not
24 prepared to have a one, two, and three, but I am
25 prepared to discuss each one, so if we could

1 discuss the one that we just started discussion on,
2 I think that would make the most sense.

3 CHAIRMAN LUDLOW: Okay. Then you start.

4 MS. CASH-CHAPMAN: I already did.

5 CHAIRMAN LUDLOW: And so, what was your
6 discussion? On which one?

7 MS. CASH-CHAPMAN: Did you not hear everything
8 I just said?

9 MR. CLARKE: Lippes.

10 MS. CASH-CHAPMAN: That was my discussion.

11 CHAIRMAN LUDLOW: Okay. Mr. Clarke?

12 MR. CLARKE: I'll -- Lippes Mathias, their
13 strengths are they are local, they are large, they
14 offer a wide variety of services, and particularly
15 because of our anticipated growth, I -- I would
16 expect that it wouldn't be very long where we would
17 be availing ourselves to their bond counsel
18 expertise, but -- I hope that's the case anyway.

19 They have aviation experience, of course, and
20 then they're -- on the downside, the retainer's a
21 little bit high, but on the other hand, they have
22 enough possibly lower-level associates and
23 paralegals that could somewhat mitigate their
24 average, you know, cost per hour.

25 And I'm not -- you know, that's a -- that's a

1 secondary concern for me, but, you know, that --
2 that's the -- my assessment on them. Would you
3 like my assessment on the other two or we can't do
4 that?

5 CHAIRMAN LUDLOW: I'd prefer to do one.

6 MR. CLARKE: All right.

7 CHAIRMAN LUDLOW: Okay. Ms. Liotta,
8 discussion?

9 MS. LIOTTA: Sure. So my impress --
10 impressions of the Lippes Mathias RFQ/RFP are I
11 think pretty similar to Mr. Clarke.

12 I do note that the -- the -- the slightly
13 higher bill rates on the partners, but that kind of
14 is balanced out by a lower billing rate on the,
15 like, clerks level, and about the same bill rate on
16 the associates.

17 So I think, you know, that's kind of apples to
18 apples with Smith Gambrell. The Trask RFP does not
19 have a -- an associate bill rate, but their partner
20 rate is lower, so all in all, if the partners are
21 doing all of the work but it's a lower bill rate,
22 it might kind of come out in the wash. So I'm not
23 sure anyone's got a strong edge on the financials
24 as far as bill rates. I did -- nothing jumped out
25 to me, anyway.

1 I do like that they're local. I like even
2 more that they are actual users of this airport.
3 And I like that they've got -- you know, everyone
4 on the table now has some aviation exposure, you
5 know, anywhere -- at least exposure up through, you
6 know, strong expertise, including with people who
7 interact with the FAA on a regular basis. So I do
8 like that they have what appears to be a strong
9 aviation in addition to the strong Florida
10 government practice.

11 So I -- I really like this firm, and I -- and
12 I do note that their -- their monthly is not
13 really -- I would just point out it's not really a
14 monthly fee, per se. It looks like it's more of a
15 retainer style, because it is the highest of the
16 group, but it's if it's not used --

17 CHAIRMAN LUDLOW: Right.

18 MS. LIOTTA: -- it's just a deposit that gets
19 true up to that amount and then drawn down from
20 there. So it's not like we will -- I think we'll
21 use it, but it's not like it's going to be, you
22 know, disassociated from anything else. This is
23 based on actual bill rates. So, you know, it's a
24 little bit more to get started with them, but I
25 don't think it's substantial.

1 CHAIRMAN LUDLOW: So you're --

2 MS. LIOTTA: That's -- those are my comments
3 on the first firm.

4 CHAIRMAN LUDLOW: Okay. So you don't have --
5 you're not saying a number one yet?

6 MS. LIOTTA: No.

7 CHAIRMAN LUDLOW: Okay. Mr. Tucker?

8 MR. TUCKER: Yeah, I -- I like the firm. It
9 certainly has a lot of --

10 CHAIRMAN LUDLOW: Which one?

11 MR. TUCKER: Well, we're discussing
12 Lippes Mathis -- Mathias or whatever.

13 I like the firm. It has a lot of nice things.
14 I think Jennifer's point about the fee structure
15 was good. I really sort of equate that more to
16 like a deposit that's on with them which they then
17 take their draw out of, and that I think benefits
18 the airport in many ways.

19 Again, I don't have any problem at all with
20 them being our legal counsel, I think they would do
21 excellent work, but I am not prepared to rank them
22 at this point in time.

23 CHAIRMAN LUDLOW: Okay. So -- so we have a
24 zero for you.

25 So, for Ludlow, I enjoyed meeting all of them,

1 and -- and it was really tough. I have to tell
2 you, though, I -- the thing I liked most about
3 Lippes Mathias was that it could be that we could
4 end up using them for both, and that's very very
5 appealing to me.

6 And -- and he is the only one that has showed
7 up at any of our meetings, so he cared about us
8 before he put in his RFQ. So that's good. And I
9 do like it that they are aviation-related. So I
10 can tell you right now, that, you know, I would
11 vote for -- for Lippes. So I guess, Michelle?

12 MS. CASH-CHAPMAN: Are you asking me to start
13 a discussion on --

14 CHAIRMAN LUDLOW: You -- you had your
15 discussion, right, or do you want to discuss
16 anymore?

17 MS. CASH-CHAPMAN: Well, our motion --

18 CHAIRMAN LUDLOW: Are you satisfied with the
19 discussion?

20 MS. CASH-CHAPMAN: Our motion was to discuss
21 each firm as a whole, like we just did with one
22 firm. Now do we do that with other two --

23 CHAIRMAN LUDLOW: No.

24 MS. CASH-CHAPMAN: -- and that is what our
25 motion was, and then we rank them. That's what we

1 voted on just --

2 CHAIRMAN LUDLOW: Okay.

3 MS. CASH-CHAPMAN: -- five minutes ago, I'm
4 pretty sure.

5 CHAIRMAN LUDLOW: Okay. So -- so I -- I will,
6 what do I say? I will forego discussing the other
7 firms to vote for one. I -- I don't have to
8 discuss the other firms.

9 MS. CASH-CHAPMAN: Sure.

10 CHAIRMAN LUDLOW: I don't.

11 MS. CASH-CHAPMAN: You can make a motion all
12 day.

13 CHAIRMAN LUDLOW: Right.

14 MS. LAQUIDARA: Mad- -- Madam Chair, so that
15 we have a procedural record when we're awarding a
16 contract -- and, I'm sorry, I know this is
17 exhausting --

18 CHAIRMAN LUDLOW: I know. And I'm just --

19 MS. LAQUIDARA: -- and tedious, but it's
20 all -- it's all -- now that I get into the -- the
21 details of it.

22 So if the easiest thing is, because there is
23 an existing motion, if you have no comments on the
24 other two, just to state that, that you don't have
25 any comments at this time; you'd first like to see

1 if the motion for the Lippes firm --

2 CHAIRMAN LUDLOW: So --

3 MS. LAQUIDARA: -- survives, having heard
4 comments about that. And -- and then there's a
5 compliance or the motion can be withdrawn if it
6 appears there's a consensus.

7 CHAIRMAN LUDLOW: Okay. So me saying that I
8 appreciated all of them and I liked every one of
9 them and I would like for them to be my friends,
10 we're good, however, you know, I --

11 MS. LAQUIDARA: That can be your answer. I
12 mean, you don't have to discuss the other two.
13 There was a motion for it, but what comes out of
14 each of your mouths is whatever you want on any
15 motion. There is one pending, so sometimes you
16 want to persuade other people --

17 CHAIRMAN LUDLOW: So --

18 MS. LAQUIDARA: -- but no one can make you --

19 CHAIRMAN LUDLOW: -- Mr. Clarke, you have to
20 clarify yours, that you -- you have to say
21 something about the others before you can say
22 something about one.

23 MR. CLARKE: I'm prepared to talk about
24 Smith Gambrell.

25 CHAIRMAN LUDLOW: Oh, okay.

1 MR. CLARKE: Yeah. Do you have to go first?

2 MS. CASH-CHAPMAN: I thought so, yeah, thanks.

3 MR. CLARKE: Go ahead.

4 MS. CASH-CHAPMAN: Thanks, Dennis.

5 CHAIRMAN LUDLOW: I thought you already had.

6 MS. CASH-CHAPMAN: So I do like that there is
7 an international presence. I like that they have
8 worked with some of the same companies that we've
9 worked with. I like that there's obviously a lot
10 of --

11 CHAIRMAN LUDLOW: This is Smith.

12 MS. CASH-CHAPMAN: -- litigation -- yeah,
13 that's who we're talking about now. Government
14 law.

15 If we're being honest, I did not like that
16 they addressed the question that wasn't asked of
17 them regarding our previous law firm, and so
18 there's a -- you know, a way to leave and do things
19 like that, because again there wasn't enough
20 information, and I just think that pulling in
21 outside things like that speaks volumes and I did
22 not love that, so...

23 CHAIRMAN LUDLOW: Okay. I guess --

24 MR. CLARKE: Are you ready?

25 CHAIRMAN LUDLOW: -- you're next.

1 MR. CLARKE: Smith Gambrell, what -- what I
2 like about them is the fact that we're -- we have
3 a -- sometimes we forget we are administering an
4 authority, which is a creature of the state. It's
5 a -- we're a state tax -- taxing authority. So
6 that's one thing.

7 It just so happens that that authority owns an
8 airport and owns a whole lot of real estate. And I
9 think they're -- Smith Gambrell's strength is -- is
10 just that, in -- in their local government
11 experience, their proximity to us even though
12 they're in Jacksonville, but I'm very, you know,
13 favorably impressed about, you know, that aspect of
14 their offering. That's my comment.

15 CHAIRMAN LUDLOW: So you have to say you're
16 not going to talk about the others.

17 MR. CLARKE: No, I'll give my comments on
18 Trask Daigneault.

19 CHAIRMAN LUDLOW: You're going to wait on that
20 one?

21 MR. CLARKE: I'll wait on that, yeah.

22 CHAIRMAN LUDLOW: Okay. So I've already said
23 my comments, so Ms. Liotta?

24 MS. LIOTTA: As to Smith Gambrell, I think
25 some of -- in comparing with the -- in talking

1 about the Lippes firm, I think I already mentioned
2 some of the others on as far as how they bill, I
3 was a little perplexed on the Smith Gambrell
4 billing.

5 It mentioned -- let me see if I can flip
6 through and find it where it is. How they proposed
7 the billing was a flat fee of up to X hours at X
8 rate. And if -- my apologies, I'm having trouble
9 finding the exact page that's on.

10 And the way I -- when I did the math, that
11 broke out -- that broke out to \$395 an hour, which
12 is their partner and counsel rate. So I guess --
13 and I --

14 MS. CASH-CHAPMAN: Page 16.

15 MS. LIOTTA: Okay. Thanks. Yeah, I'm right
16 there.

17 And so, I guess that to me leaves open the
18 idea that you're -- for those first hours, you're
19 just billed at that rate, which is the highest
20 rate. Well, what happens if some of that work was
21 done by a paralegal or an associate? Are we
22 getting billed the partner rate for the first X
23 hours just across the board? It's kind of what it
24 implied, which I didn't love.

25 So, I think as far as their breadth of

1 services, they're fairly competitive with
2 Lippes Mathias -- I don't know if I'm saying that
3 right. But I -- I've got to agree with -- with
4 Michelle on the presentation and how some of the
5 answers went. I don't think you win business by
6 saying other people look bad. I think you should
7 argue for your own merits.

8 CHAIRMAN LUDLOW: That's your opinion about --

9 MR. TUCKER: Yeah. Smith Gambrell, I -- I
10 like that firm. I've -- I've seen them in the area
11 for a number of years. In fact, I think I even had
12 a friend years ago that used to work for them as a
13 lawyer, so I'm familiar with their name.

14 I do like the fact that they have aviation
15 authority experience, so I think they would also
16 qualify possibly as doing both the general counsel
17 and the aviation counsel without too much at risk
18 there because they certainly have some people
19 within their firm that can answer the aviation
20 questions that we might have. I like them very
21 much. I'm not prepared to establish a ranking for
22 the firms today.

23 MS. LIOTTA: Oh, apologies. I've got one
24 follow-up comment, if you don't mind.

25 To agree with Mr. Tucker, I do like both for

1 Lippes and I think also Smith that we could have
2 one outside counsel on a standing basis.

3 I -- I haven't been completely happy with
4 having a separate aviation counsel, frankly,
5 because I think I've seen some, in my opinion,
6 duplicative work potentially where it wasn't clear
7 where things were going, and that may have -- I
8 don't know, but I -- it's at best inefficient, at
9 worst creates extra billings for the firm, and I
10 think it would be -- while that was a great
11 experiment, I think on -- we -- the board should --
12 would be better served having an outside -- a
13 general counsel that also can handle aviation
14 matters.

15 CHAIRMAN LUDLOW: Michelle? Do you have
16 another discussion?

17 MS. CASH-CHAPMAN: We do for the -- for the
18 third --

19 CHAIRMAN LUDLOW: Go ahead.

20 MS. CASH-CHAPMAN: -- the third firm.

21 I do really -- obviously having so many years
22 in local government is huge for us. I didn't see
23 too many things that were cause for alarm for me,
24 but again, because I'm not -- I don't have a hard
25 one, two, and three right now, that's why it's

1 important for us to have these discussions, I think
2 that we're hearing a lot of good information from
3 each person, so I'd like to hear what the others
4 have to say about this last one.

5 MR. CLARKE: I like Trask. I think Ms. Bach
6 would -- with her recent experience at FHB,
7 would -- would fit right in kind of with the staff.

8 She's very hands-on. She doesn't get an
9 opportunity to delegate much of -- much of her
10 work, which I could see us keeping her very busy.
11 That's a -- that's a very positive part of her
12 offering.

13 Being an hour and a half or so away is not --
14 you know, not so troubling, but I think she would
15 be in for -- at least initially for the first year
16 or so, she would be putting more time in here. But
17 very impressive and I like that hands-on frontline
18 experience. That's very positive to me.

19 CHAIRMAN LUDLOW: Okay. Any other?

20 MS. LIOTTA: I guess my comment to Trask is
21 just a repeat of what I mentioned before. They're
22 the lowest billing. They're also the furthest
23 away.

24 Maybe not quite as strong on the super deep
25 aviation, there's -- but there is a lot of good

1 practical work with an airport. And I'm not trying
2 to discount that, so I don't think that they're out
3 of the running on that point. But they are -- they
4 don't like, per se, have somebody in Washington, if
5 that's a critical factor for us for FAA work.

6 So, you know, I -- I think -- I do like the
7 fact that the other firms are, like, right here. I
8 don't know how much emergency legal work we're
9 going to need, but an hour and a half is different
10 than, you know, having someone who's in
11 St. Augustine, so that to me is a factor.

12 CHAIRMAN LUDLOW: You -- you've done all three
13 of them.

14 MR. TUCKER: Yeah. Yes, I certainly like
15 Trask. I think they would be a good quality firm
16 to do work for us. They do have experience with
17 the Fernandina Airport, which was good, although
18 probably not quite as deep as -- as maybe we had
19 anticipated, but I don't think that would be a
20 stumbling block for them.

21 I'm not so concerned about only being an hour
22 and a half away, because I know attorneys.
23 Attorneys are locked up in meetings most of the
24 time, anyway. So the fact that you need to call
25 one and get ahold of them, to get ahold of them

1 within an hour is I think pretty doggone good. But
2 anyway, I don't -- I don't think that's a
3 discounted type thing, anyway, because so much of
4 it's going to happen over the phone. She seemed to
5 be perfectly willing to be here at any point in
6 time that we requested her to be so, so I -- I
7 don't feel that drive to Fernandina is a -- is a
8 disqualifying factor at all.

9 But, again, I like all three of them, I
10 couldn't have a problem with any of them working
11 for us, but I'm not prepared to rank them today.

12 CHAIRMAN LUDLOW: Any other comments? You've
13 done -- you've done your three, you've done your
14 three, I've done my three, so we've had all the
15 discussion you wanted on your motion.

16 MS. CASH-CHAPMAN: Just like we voted, yep.

17 CHAIRMAN LUDLOW: Yeah.

18 MS. CASH-CHAPMAN: But I do have one quick
19 question, if I could have a follow-up question with
20 Mr. Tucker.

21 Is there something -- is there a particular
22 reason -- I'm just curious because I am pretty
23 confident there's going to be a motion made in a
24 moment to vote and I don't feel comfortable moving
25 forward with that if you have, you know, some

1 adamant, deep in your sole reason that you're not
2 prepared to do that. So if you would prefer to
3 clarify that for us.

4 MR. TUCKER: I feel they're too close in
5 expertise and I really would like to go through
6 their proposals a little more thoroughly again and
7 think about them a little bit before I'm prepared
8 to rank them.

9 MS. CASH-CHAPMAN: Okay. Thank you. I
10 appreciate that.

11 CHAIRMAN LUDLOW: So, then we -- can we get it
12 down to at least two?

13 MS. LAQUIDARA: It's -- it's the board's
14 pleasure.

15 If someone has a motion to select counsel,
16 they can make that motion and see if it carries.
17 And then if that motion fails, then perhaps you're
18 ranking them or bringing, you know, two back. But
19 it's the board's pleasure at this point if -- if
20 you have a preference or make the motion.

21 CHAIRMAN LUDLOW: And can the -- can the
22 chairman make that motion?

23 MS. LAQUIDARA: Yes. Under Robert's Rules,
24 you're small with only five people, the chairman
25 can make the motion.

1 MS. CASH-CHAPMAN: Can I have one more
2 follow-up question? Thanks.

3 If we decide that we are not going to move
4 forward today making a vote, nothing is saying that
5 we have to wait another month for our next meeting.
6 Could we hold a special meeting to have this vote
7 if Mr. Tucker feels maybe in week or two weeks,
8 that would give him an adequate amount of time to
9 process all of the information he's taken in? That
10 maybe it's not today or next month, but we could
11 meet somewhere in that middle, if that would be
12 something comfortable for Mr. Tucker?

13 MR. TUCKER: Well, I can tell you that I feel
14 that they're close enough that I'm not sure I'm
15 ever going to be able to come up with one and say I
16 absolutely don't like these firms. I don't --

17 MS. CASH-CHAPMAN: That was not helpful.

18 MR. TUCKER: I mean, I'm --

19 MS. CASH-CHAPMAN: I'm trying to work with you
20 here.

21 MR. TUCKER: I -- I just feel like I can deal
22 with any one -- I think they're all three very
23 qualified to do the job for us. I would be happy
24 with any one of them. But if you want me to rank
25 them, I'm going to need more time to go through all

1 the presentations again, all these documents again.

2 CHAIRMAN LUDLOW: We don't want you to rank
3 them; we want you to vote on them.

4 MR. TUCKER: I understand. That's the same
5 thing.

6 MS. CASH-CHAPMAN: Would a week be an adequate
7 amount of time for you to look at those?

8 MR. TUCKER: I probably can.

9 MS. CASH-CHAPMAN: Thank you. That's good to
10 know.

11 CHAIRMAN LUDLOW: We can't do that in a week.

12 MR. TUCKER: You have to --

13 MS. LIOTTA: You have to have ten-day notice.

14 MS. CASH-CHAPMAN: Have 10 days. Could you do
15 it in 12 days?

16 MR. TUCKER: Well, if I can do it in a week, I
17 can do it in 12 days.

18 MS. CASH-CHAPMAN: Fantastic. Thank you for
19 clarifying.

20 CHAIRMAN LUDLOW: Okay. Well --

21 MS. LIOTTA: May I?

22 CHAIRMAN LUDLOW: Yes.

23 MS. LIOTTA: I think while I appreciate
24 Mr. Tucker may not be comfortable doing a ranking,
25 it sounds like he'd be happy with any decision the

1 rest of the board makes -- makes.

2 So if the rest of the board is comfortable
3 doing a ranking, making a selection and an
4 alternative, we are moving forward and doing I
5 think what's in the best interest of the Authority.
6 So I would prefer we try to make a decision tonight
7 and move this forward.

8 CHAIRMAN LUDLOW: Okay. Discussion?
9 Discussion? I -- I agree. I mean, we've got them
10 here, we've used all -- everybody's time for this,
11 and I -- I think that, you know -- see, I don't
12 even want to make a motion for two. I mean, I
13 think I would just make a motion for one.

14 MR. CLARKE: Make it for one.

15 MS. LAQUIDARA: Yes. I think --

16 CHAIRMAN LUDLOW: Can I do that? Okay.

17 MS. LAQUIDARA: -- if a board member's
18 comfortable making a motion to award the contract
19 to one of the firms, then they'd make a motion and
20 then a second and a vote.

21 CHAIRMAN LUDLOW: Okay. So I would like to
22 make a motion to employ the Lippes Mathias firm.
23 And that is based on our future, that I feel like
24 we can have -- have all of our work under one roof,
25 and that just would be a miracle. So I would like

1 to make a motion to vote for the Lippes Mathias
2 firm as our number one firm.

3 MS. LIOTTA: Second.

4 CHAIRMAN LUDLOW: We have a first and a
5 second. Is there any discussion?

6 (None.)

7 CHAIRMAN LUDLOW: Do I have to do public?

8 MS. LAQUIDARA: You should.

9 CHAIRMAN LUDLOW: Public comment?

10 (None.)

11 CHAIRMAN LUDLOW: Okay. No public comment.

12 Back to the board. So we need to vote.

13 Ms. Cash-Chapman?

14 MS. CASH-CHAPMAN: Aye.

15 CHAIRMAN LUDLOW: Mr. Clarke?

16 MR. CLARKE: Aye.

17 CHAIRMAN LUDLOW: Ms. Liotta?

18 MS. LIOTTA: Yes.

19 CHAIRMAN LUDLOW: Mr. Tucker?

20 MR. TUCKER: In the interest of making it
21 unanimous, aye.

22 CHAIRMAN LUDLOW: Ms. Ludlow? Aye.

23 Thank you. We have selected a firm. Now
24 we're adjourned.

25 MR. WALKER: No, no, not adjourned.

1 CHAIRMAN LUDLOW: I know.

2 MR. CLARKE: Oh, my God.

3 MS. LAQUIDARA: You have a few more things.

4 CHAIRMAN LUDLOW: That was a joke. Well, I am
5 telling you we were not prepared -- prepared for
6 this. Thank you, Tammi. Thank you. And thank
7 you. Bye, Dan. I -- thank goodness I did my
8 homework.

9 MR. JENNISON: May I make a comment before I
10 depart?

11 CHAIRMAN LUDLOW: Yeah, Pete.

12 MR. JENNISON: Is that permitted?

13 CHAIRMAN LUDLOW: Yes, please. Of course. We
14 appreciate you coming and spending --

15 MR. JENNISON: Sure, sure.

16 CHAIRMAN LUDLOW: -- time and meeting us. And
17 please come to meetings more often, and who knows?

18 MR. JENNISON: Oh, no, it was wonderful, and I
19 appreciate the opportunity. If you guys had
20 clarified that it -- that you were looking for a
21 firm, I probably wouldn't have applied.

22 CHAIRMAN LUDLOW: Yeah.

23 MR. JENNISON: So I think that would maybe
24 help in the future.

25 And I just want to clarify something. The

1 question that was asked of me earlier was would I
2 do something different by Mr. Clarke. I -- I don't
3 think the question was do I think outgoing counsel
4 made a mistake and I was asked would I do something
5 different.

6 I just want to clarify that I probably would
7 have, but it's -- you know, I just didn't want
8 anyone to think that I was throwing anyone else
9 under the bus because that was not my intent.
10 Thank you, guys.

11 CHAIRMAN LUDLOW: And thank you.

12 MR. CLARKE: You interpreted my question
13 correctly. Thank you.

14 CHAIRMAN LUDLOW: Thank you. And bye, Jack.
15 Okay. I --

16 MS. LIOTTA: Madam Chair --

17 CHAIRMAN LUDLOW: It's 6:22.

18 MS. LIOTTA: -- can I suggest a five-minute
19 recess or possibly we talk about adjourning the
20 rest of it for next month?

21 CHAIRMAN LUDLOW: I would prefer to adjourn it
22 till next month.

23 MR. CLARKE: I have a question before we do
24 that.

25 CHAIRMAN LUDLOW: Okay.

1 MR. CLARKE: Is the -- for our -- Mr. Pittman,
2 is -- are the vehicles, you know, the replacement
3 of them, is that due to safety reasons? Is this
4 imminent? Are they going to fail or can it wait
5 another month?

6 MR. PITTMAN: It's in reference to the
7 procurement process, that the vehicles -- we won't
8 have access to those vehicles if we wait another
9 month.

10 MS. LAQUIDARA: May I? Madam Chair, I had a
11 few points of procedure on this. The -- because
12 the board can discuss that issue and make whatever
13 decision you want.

14 Under your charter, you have to amend your
15 budget -- if you're over budget on something, then
16 you have to amend it because, otherwise, the danger
17 is that you're deficit spending and then the state
18 comes and takes you over. That's -- nobody wants
19 that, right?

20 So -- so, on these items -- and I don't know,
21 I'm not the budget person; it doesn't mean you
22 can't transfer money if you have transfer, but you
23 have to have enough money if you're over budget on
24 an item to approve something. And that's in your
25 charter, as it is for other special districts and

1 local entities.

2 The other thing is no one apparently has
3 previously advised contracts come in front of the
4 board and employees salaries come in front of the
5 board for formal action.

6 So I want those three things to kind of let --
7 I wanted to flag those for the board members as we
8 get procedures down and as there's a turnover. If
9 you have an item, a budget item that has a hundred
10 dollars and you want to spend two, you need to move
11 money in that budget item and then approve it.

12 So if you are going to approve the vehicles,
13 you have to move money into the account if there
14 isn't money in it and then approve it.

15 MR. CLARKE: Can that -- excuse me. Through
16 the Chair. May -- can that be done at
17 September 30th or does it have to be done
18 concurrent with the --

19 MS. LAQUIDARA: No, it has to be done before,
20 because otherwise you're at the end of the year and
21 you're like, huh-oh, I don't have any money.

22 MR. CLARKE: But, I mean, can the accounts be
23 adjusted --

24 MS. LAQUIDARA: No, it -- the adjust --

25 MR. CLARKE: -- based on what --

1 MR. TUCKER: You've got to -- you've got to
2 amend the budget, I think is what she's saying.

3 MR. CLARKE: Right.

4 MS. LAQUIDARA: If you make a motion -- and it
5 sounds formal you're amending the budget which is
6 adopted formally. You're transferring funds into
7 an account so that they still balance. Otherwise,
8 if you have a savings account of a million and
9 you're running over budget on -- over a million,
10 you don't have enough money.

11 So your charter requires you -- it's really
12 moving money from -- from one account to another.
13 Oh, look, we have a greater need in vehicles we
14 didn't think we need, so we're taking some money
15 from savings and we're putting it into vehicles.
16 That's all.

17 MR. CLARKE: I got you.

18 MS. LAQUIDARA: It's an amendment, so that
19 when finance goes to pay, there's enough money in
20 the proper account. And that's -- and that's, you
21 know, in your charter like it is other people. And
22 other agencies sometimes forget, to, okay?

23 MR. CLARKE: Okay.

24 MR. TUCKER: Well, not having the budget here
25 in front of us, I couldn't tell you whether we had

1 contingency items in the budget or vehicles in the
2 budget or just general equipment in the budget.

3 That would be something somebody would have to go
4 back to the budget and --

5 MR. PITTMAN: Right.

6 MR. TUCKER: -- determine.

7 MS. LAQUIDARA: Typically in a briefing, and
8 Mr. -- Mr. Pittman and I are working on, typically
9 would -- I'd like to see your briefing statements
10 to have a motion for a request, a second, you know,
11 why, an explanation, and a discussion: Oh, you
12 know, this is within the budget. It's not, but we
13 have the funds to transfer.

14 Those are things typically that -- that would
15 be helpful to the board to come up ahead of time.
16 So, I just -- it's a matter of getting everything
17 in the right order so that at the end of the year,
18 your audit's nice and clean.

19 MR. TUCKER: So if I understand what you're
20 saying, I mean, I think it would be premature for
21 us to even say that we need to amend the budget at
22 this point in time because it couldn't possibly be
23 in the budget if we don't know the --

24 MS. LAQUIDARA: Well, it would be appropriate,
25 if you wanted to address it, to ask if it was

1 within the terms of the budget, and if not, where
2 are the funds being transferred from? And then you
3 would agree or not to transfer the funds on the
4 item.

5 So that's -- I wanted to give you a chance to
6 think about those three issues in your -- in your
7 charter on contracts or employee salaries and on
8 amending the budget to -- to suit.

9 MS. LIOTTA: Yeah, I -- I would think that
10 this is a -- typical of a larger iceberg that's
11 really important, it sounds. Like, if this is
12 something in our charter, this is not negotiable,
13 we can kind of play fast and loose with it, we have
14 to do this right. And I have other greater
15 concerns about other items that are already over
16 budget and items that there was even no budget for
17 that are now over six figures.

18 So maybe it's more appropriate to set an
19 approp- -- you know, a good amount of time on -- in
20 fixing all of these issues, because it sounds like
21 if we can't keep our house in order, the Governor
22 might come in and do it for us.

23 MS. LAQUIDARA: Well, it -- it -- and it may
24 be that your house is in order. On larger budgets
25 that I've dealt with, the directors have certain

1 budget authority to move line items from one to
2 another, right? I'm not familiar with and haven't
3 seen that type of authority in management.

4 So it's not required -- this might be to
5 Mr. Tucker's concern, you know, why don't we always
6 see all these amendments on the budget? Well,
7 there -- there may well be some -- some areas in
8 which the executive director has the authority to
9 transfer funds.

10 I'm not familiar enough with your process.
11 Your finance may have that information or that may
12 be questions you ask. So I'm not saying you don't
13 have the money; I'm just saying that if it isn't in
14 the budget in the proper place, then it has to be
15 moved.

16 CHAIRMAN LUDLOW: So we have to talk to Connie
17 about that or -- or Courtney?

18 MS. LAQUIDARA: I don't know if they're ready.

19 MR. PITTMAN: Do you want to discuss that now,
20 Madam Chair?

21 MS. LAQUIDARA: I'd hate to blindside them
22 with it. I just saw --

23 CHAIRMAN LUDLOW: So something has to -- we
24 have to -- you need to talk to one of the finance
25 people right now to get some --

1 MS. LAQUIDARA: If they have the information.
2 I'm kind of blindsiding --

3 MS. WORLEY: You are.

4 MS. LAQUIDARA: -- poor Connie here on
5 where -- you know, if the issue's funded. And it
6 came up from some of the discussion about a
7 shortage of revenues, and in looking at -- at the
8 budget, you just want to make sure you actually
9 have money in that --

10 MS. LIOTTA: I -- sorry. I really think that
11 this would be better done next month. It would
12 give staff more time to prepare. It would give
13 the -- a chance for the public to be properly
14 notified that we're going to have a budget
15 amendment discussion and maybe there'll be -- it
16 will be more than just this one line item.

17 I think if like you mentioned the employee
18 salaries, if you've already -- our general
19 counsel's already flagged other budgetary issues
20 that we need to take up, it sounds like it's better
21 to do it in a subsequent meeting where everybody's
22 prepared and properly noticed.

23 Also, you know, it sounds like the big risk is
24 the dealership has trucks it will sell to someone
25 else. I think we'll have other trucks available in

1 the future. I don't mean to be -- you know, sound
2 a little snarky, but I think it's better for us to
3 focus on doing things in the correct process and
4 not being reactionary on our decisions.

5 MS. LAQUIDARA: And the -- to that end, on
6 like contracts like Wings n' Wheels, next month I'd
7 ask you to ratify it because I didn't see any board
8 resolution approving the contract for them. And
9 staff properly brought it to legal, we went and we
10 ensured that your insurance consultants are hired
11 and we got it done. But contracts either need to
12 come to you or there needs to be an express
13 delegation.

14 It may just be recordkeeping that's not there,
15 it may be that the formal motion wasn't brought,
16 but I think it will help all of the board meetings
17 if we get these in order with new counsel coming in
18 and all.

19 CHAIRMAN LUDLOW: So we should not have
20 approved our financial statement. Okay. So we are
21 tabling that until next meeting?

22 MS. LIOTTA: Can I -- just to -- okay.
23 Should -- can I make a formal motion that we table
24 it? Do we need to do that to change the agenda
25 or --

1 MS. LAQUIDARA: I think a motion -- you can
2 make a motion to carry over the remainder of the
3 agenda till the next meeting, if that's -- if I
4 heard that properly.

5 MS. LIOTTA: We didn't talk about the
6 executive director, so maybe a motion to table the
7 procurement, agenda item number two.

8 MS. LAQUIDARA: But you didn't approve it,
9 right?

10 CHAIRMAN LUDLOW: I -- I think we should just
11 stop where we are and move all of it to the 21st.

12 MS. LIOTTA: Well, we're going to have staff
13 report. Can we at least have staff reports?

14 I personally don't want -- don't think for the
15 executive director the -- I want an update on why
16 it hasn't moved forward, even though there was a
17 board vote in December.

18 CHAIRMAN LUDLOW: That's why it needs to be at
19 a meeting --

20 MS. LIOTTA: I'm not asking for there to be a
21 substantive decision made by the board, and so I
22 think we -- we can do that. It shouldn't -- you
23 know, we just haven't heard anything about it and
24 there was -- there was supposed to be action done
25 in the first quarter.

1 CHAIRMAN LUDLOW: Right.

2 MS. LIOTTA: So --

3 CHAIRMAN LUDLOW: And I -- I agree, and I
4 think that that should be discussed at the next
5 meeting. It wouldn't do anything at all today
6 because we all need to review it, and -- and it's
7 already 6:30.

8 MS. LIOTTA: Okay. Can I ask then that staff
9 prepare an e-mail just updating the board on the --
10 where that is and the response to, like -- I mean,
11 it's just gone into a well and not to be seen or
12 heard from again since the end of last year and
13 that's very concerning. And I know we had a change
14 in general counsel --

15 CHAIRMAN LUDLOW: But --

16 MS. LIOTTA: -- and I would like an update as
17 to what's going on, what is staff doing, what --
18 you know, why -- we were supposed to have an RFQ
19 and we didn't.

20 CHAIRMAN LUDLOW: And he could tell us that at
21 the next meeting, also. Do you want to say
22 something, Courtney?

23 MR. PITTMAN: Madam Chair, if I may.

24 The last, it was -- it wasn't in staff's hands
25 at the last. It was coming up with a process and

1 it was in the board's hand and the board was going
2 to give us direction. And then subsequently, with
3 everything that's happened, it fell off. So staff
4 did not have this one.

5 CHAIRMAN LUDLOW: I see. So that brings us
6 back, do we --

7 MS. LIOTTA: Thank you.

8 CHAIRMAN LUDLOW: -- need to discuss it at the
9 January -- July 21 board meeting? So it will stay
10 in its place.

11 MS. LIOTTA: Okay. Well, that's the -- that's
12 the update I was looking for: What has staff been
13 doing? And if the response is: That's actually
14 purely a board matter and because we lost our
15 general counsel that we had tasked to do things,
16 then maybe that's the -- you know, it's on us that
17 we need to move it forward.

18 CHAIRMAN LUDLOW: Okay. Then I'd like to make
19 a motion we adjourn.

20 MR. CLARKE: One more thing. We have a -- we
21 have an invoice from Akerman that has to be dealt
22 with.

23 MS. LAQUIDARA: We can wait till the next
24 board meeting.

25 MR. CLARKE: Are you sure?

1 MS. LAQUIDARA: Yes.

2 MR. CLARKE: Okay.

3 CHAIRMAN LUDLOW: I make a motion to -- to
4 adjourn and carry everything over to the next
5 meeting.

6 MS. LIOTTA: Second.

7 CHAIRMAN LUDLOW: Second. Meeting is
8 adjourned.

9 MR. CLARKE: We didn't vote. Aye.

10 CHAIRMAN LUDLOW: Oh, we didn't vote. Aye.
11 We all voted. Adjourned.

12 (Meeting adjourned at 6:35 p.m.)
13
14
15
16
17
18
19
20
21
22
23
24
25

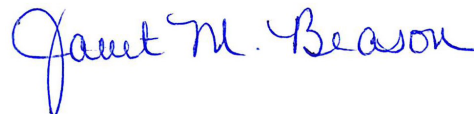
REPORTER'S CERTIFICATE

STATE OF FLORIDA)

COUNTY OF ST. JOHNS)

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

Dated this 23rd day of June, 2025.



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

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

E R R A T A S H E E T

RE: Airport Regular Board Meeting 6-15-25

PAGE	LINE	CORRECTIONS AND REASONS THEREFORE
------	------	-----------------------------------

\$	2006 86:24 87:3	6	adding 11:17
\$14,000 20:14	2025 3:4 5:9	6:22 132:17	addition 62:23 67:3 89:13 113:9
\$3,000 20:17	206 61:13	6:30 142:7	additional 20:18 70:11
\$3.4 16:25	20th 51:10	6:35 144:12	additions 8:23
\$395 120:11	21 103:1 143:9		additions/corrections 5:10
\$4 90:14	21st 102:23 141:11	9	address 12:16 83:12 136:25
\$4.95 19:11	22 14:14,17 62:13,19 87:22	90s 47:18	addressed 118:16
\$5,000 20:11,12	232 59:22	99 87:1	adequate 127:8 128:6
1	25 71:11	A	adequately 54:6
1 61:22	25-year-old 50:12	AAAE 21:22	adjourn 132:21 143:19 144:4
1.139 25:2	250 56:2	ability 60:23	adjourned 130:24,25 144:8,11,12
1.140 25:8	26 87:1	absolutely 127:16	adjourning 132:19
1.141 25:15	29 88:10	accept 23:11,19,21 27:16 58:24 59:1 71:22	adjust 6:9 134:24
1.143 27:6	3	acceptance 27:15	adjusted 134:23
1.144 27:12	3,000 14:17	accepted 25:12	administering 119:3
10 128:14	30 54:13 58:22 59:5 81:21	access 133:8	admission 56:14,18,24
10:00 50:2	30-year 47:19	accident 50:13	admitted 56:12
11 16:3	300 14:15	accomplish 69:17	Admittedly 61:15
12 128:15,17	30th 134:17	accordance 28:22	adopted 135:6
13 87:19 90:22,25	35 17:9 59:5 77:22	account 134:13 135:7, 8,12,20	advance 22:3,6
133 12:17	350 77:22 80:12	accountability 70:16	advertised 25:11
139 18:22	4	accounts 134:22	advertisement 25:2,3
15 89:12,21	4 18:5	accurate 14:12,13	advise 62:3
150 14:13	40 54:13	accustomed 73:21	advised 52:3,18 134:3
16 90:22,23,25 120:14	45 59:6	Act 79:4	advising 48:5,9 52:12
16,300 20:16	49 62:17	action 32:20 97:8 98:10 134:5 141:24	advisor 48:2,9
16th 3:4	4:00 3:2	active 50:14 53:7	affairs 79:9
17 59:23 79:10,12 83:24 84:4 86:8 87:9,18	4th 13:24	activity 95:17	affected 18:15
19 79:16	5	actual 69:13 72:1 75:13 113:2,23	affixed 25:9
19th 5:9	50 50:7 79:13	adamant 103:24 126:1	afford 78:18
2	500 14:16	add 9:3 10:7,18 11:1 15:1 27:19 33:4 54:25 61:11 77:5 89:8	Afghanistan 47:22
20 59:6 86:18 88:5	55 56:4		afraid 35:17
2000 67:6			afternoon 59:18

age 73:20	allegations 51:21	apples 112:17,18	assurance 87:22
agencies 79:19 135:22	Allegiance 3:7	applicable 40:23	Atlanta 80:19 87:21
agency 74:25	allot 92:4	application 47:16	Atlantic 64:3
agenda 5:8,16 8:19,21, 22,24 9:3,8 10:7,18 11:2,8,13,17 12:1,3 15:18 27:12,13 140:24 141:3,7	Alpha 50:23	applied 131:21	attend 81:19
agendas 10:3	alphabet 104:18	appoint 35:25	attended 61:23
agree 30:10 37:21 44:15,16,17 65:1 95:24 96:9 121:3,25 129:9 137:3 142:3	alphabetical 45:23 51:1 64:22 106:17 107:1,20,23 108:19	appreciated 117:8	attesting 25:10
agreeable 107:19	alphabetically 46:24 104:21 110:2	Appreciating 65:5	attorney 60:14 68:6,18 74:18 82:3 84:2,13 86:9, 17 87:5,6 88:6 89:9
agreed 110:23	alternative 129:4	approach 32:11 36:25 60:20 93:22	Attorney's 60:16
agreement 36:15	ambitious 95:18	approp- 137:19	attorneys 28:1 49:22 72:14 80:18 86:4 96:10 124:22,23
AH-64 50:23	amend 7:1 93:6,14 98:1 133:14,16 135:2 136:21	approval 5:6,8 8:19,21, 22 103:4 106:23	attorneys' 59:4
ahead 41:8 118:3 122:19 136:15	amended 7:17 8:11	approve 6:11,12,13,14 7:13 8:9,11 11:11,12,17 27:21 92:2 133:24 134:11,12,14 141:8	attributed 19:24
ahold 124:25	amending 135:5 137:8	approved 24:11 109:24 140:20	audience 92:4
airfield 95:19	amendment 135:18 139:15	approving 140:8	audit's 136:18
airframes 47:25	amendments 138:6	approximately 15:23 62:13	Augustine 5:2 18:16 50:12 60:1 61:5,11,14, 20 74:14,16 124:11
Airlines 80:15	amount 16:22 20:10 30:3 92:5 113:19 127:8 128:7 137:19	arbitrary 97:25	authorities 63:12 80:3
airport 5:22,24 13:1 17:17 18:16,22,23,24 19:1 20:7,25 22:3,5,10 27:10,16,21 33:25 47:25 51:15 58:17 61:8 63:12 67:1 69:13 70:19 71:1 72:11,12,23 73:2 78:25 79:21 86:10,19 87:18, 19,25 88:3,4,22,24,25 89:1,3 90:13 96:11 113:2 114:18 119:8 124:1,17	amounts 59:24	arbitration 88:10	authority 13:1 25:10 26:1 27:10,16,21 49:10 51:15,20 61:8 66:23 67:1 78:25 79:20,21,22 82:18 89:11,19 94:15 98:25 119:4,5,7 121:15 129:5 138:1,3,8
airports 71:2 75:8	Anastasia 81:4	area 9:12 78:13 87:15 121:10	automatically 38:16
Airprop 88:22	Ann 12:7	areas 13:13 62:4 79:5 87:14 89:18 93:7 138:7	Auxiliary 13:22
Akerman 143:21	answers 121:5	argue 121:7	availing 111:17
Alabama 71:16 72:2,5, 16 75:12,22	anticipated 15:19 26:7 98:19 111:15 124:19	Army 47:20 48:18,21 50:14 55:3,23 61:4	average 111:24
Alabama's 70:19	anybody's 32:5	aspect 119:13	avgas 19:25
alarm 122:23	anymore 115:16	assessment 112:2,3	avia- 80:18
alcohol 14:5	anyone's 112:23	asset 69:11	aviation 5:21,23 12:22 30:8 47:23,24 48:1 49:17 63:6,9,14,23,25 64:3,14 67:4 73:4 74:16, 18,22 79:22 80:13,18 86:10 88:6,9,24 109:10 111:19 113:4,9 121:14, 17,19 122:4,13 123:25
	AOPA 15:11	assigned 29:10	aviation-related 115:9
	Apache 50:23	assistance 70:11	
	apologies 53:13 120:8 121:23	associate 70:11 112:19 120:21	
	apologize 92:3	associates 111:22 112:16	
	apparently 134:2	assumed 16:19	
	appealing 115:5		
	appeared 16:5		
	appears 113:8 117:6		

aviation-specific 71:10	129:23 134:25	block 124:20	break 19:23
aviator 47:23 49:16 50:22	basically 12:21 13:22 53:23 58:25 81:15	blow 20:8	Brent 12:14,18
avoid 14:4 52:14	basis 22:2,7 63:11 89:1 113:7 122:2	blueprint 48:15	bridge 61:13
award 34:6 36:6 129:18	basket 63:24	board 5:9,16,19 6:3,8 7:4 9:16,24 10:4 11:5 21:5 25:4,17,25 28:11 29:2,3,9,19,22 32:12,20, 24 34:8 37:25 38:13,20 39:2,3,4,6,12,16 42:20, 24 43:5,16 44:17 45:17, 21 46:1,11 47:15 49:7, 10 51:10,13 52:4,9,19 53:5,12,22,25 54:2 56:20,21,25 57:13 59:19 60:5,19 62:6 66:17 68:22 69:15,16 73:10 76:22 78:7 81:10,16 82:18 83:21 86:21,24 87:2 91:17 96:8 99:11 100:15 101:17 102:12 103:12,24 104:8 105:19, 20,23 110:19 120:23 122:11 129:1,2,17 130:12 133:12 134:4,5,7 136:15 140:7,16 141:17, 21 142:9 143:1,9,14,24	briefing 136:7,9
awarding 116:15	Beach 60:1 62:25 63:1 86:8 87:4,17 89:5		bring 26:4 34:19 39:5 46:11 58:17 60:19,22 62:23 68:13 69:24 90:24 93:7 105:6
aware 13:25 57:12 82:22	Bean 76:17,25 77:3,8,24 80:4,6 82:8,12,17,21 84:16,20 85:2,11,20		bringing 126:18
awkward 33:1	Bean's 77:17		brings 49:6 60:4 62:17 94:14 143:5
aye 6:15 7:17,25 8:12, 13,14,15,16,17 10:19, 20,21,22,23,24 11:18, 19,20,21,22,23 24:3,4,5, 6,7,8 46:15,16,17,18,19, 20 99:23,25 100:2,5 108:3,4,5,6,7,8 130:14, 16,21,22 144:9,10	bears 32:7		broad 73:7
ayes 10:25 11:1	beat 19:2		broke 120:11
	beautiful 86:12,14		broked 120:11
	beginning 98:20		brought 9:12,15 92:22 140:9,15
	behalf 12:15,20 60:15		buckets 93:24
	believed 5:15		bud- 21:14
B	benefit 66:23		budding 75:10
	benefits 114:17		budget 16:17,25 20:8, 19,23 21:1,5 89:12 109:9 133:15,21,23 134:9,11 135:2,5,9,24 136:1,2,4,12,21,23 137:1,8,16 138:1,6,14 139:8,14
Bach 4:24 86:1,13,16 89:21 90:4,14,23 91:5 96:24 123:5	Beyers 12:11,12	board's 28:1 60:22 91:22 126:13,19 143:1	budgetary 139:19
back 28:8 29:5 33:17 34:19 35:7,19 38:2 39:4 40:4,5,19 41:17,20 44:3 46:11 54:8 57:18 58:10 59:3 62:1 68:12 99:11 100:17 102:5 103:8 126:18 130:12 136:4 143:6	bidding 79:2	boards 32:11 63:4	budgeted 20:10
	big 49:16 56:1 58:20 86:10 96:6 139:23	boat 14:5	budgets 137:24
	bigger 14:20	boaters 13:24 14:1	build 61:7
	bill 112:13,15,19,21,24 113:23 120:2	boating 14:2,4	building 17:1 18:8 23:1 67:10 71:25 72:1 88:12 89:7 90:12
	billed 120:19,22	boats 14:6	bunch 68:13
bad 121:6	billing 112:14 120:4,7 123:22	body 49:11 98:9	bus 132:9
badged 69:14,21	billings 122:9	bond 88:17 96:2 111:17	business 10:1 12:2,4,6 15:12 49:8 68:15 121:5
balance 57:23 72:22 135:7	bird 78:7	Booth 88:6	busy 123:10
balanced 112:14	birthday 56:1	bore 88:20	bye 131:7 132:14
balances 67:24	bit 33:17 37:4,10 52:5 54:21 57:20,22 88:7 91:10 92:15 93:1 104:16 111:21 113:24 126:7	born 90:9	bylaw 60:9
Bar 53:12 65:7 67:5 78:10 84:12 86:25	Black 50:24	boss 48:9	bylaws 9:15
barred 67:5	blinds 138:21	bothers 66:7	
based 18:25 21:5 31:12 33:25 35:5 36:9 43:19 54:13 58:21 68:4 80:18 98:11 109:19 113:23	blindsiding 139:2	bought 50:1 71:24	
		Boy 4:1	
		brand 88:3	
		branding 21:7	
		breadth 120:25	

C	9,11 118:2,4,6,12 120:14 122:17,20 125:16,18 126:9 127:1, 17,19 128:6,9,14,18 130:13,14	72:7 74:7,9,12 75:16,20, 23 76:3,7,12,14,16,20, 24 77:1 81:6,8,23 82:2, 5,9,13,19,22 83:5,9,11, 14 84:7,19,25 85:4,10, 12,16,22 86:12,15 89:20,25 90:8,15,18,20 91:1,4,6,25 92:3,11,18 93:4,20 94:8,19 95:5,11, 23 96:12,16 97:2,6,9,19 98:5 99:1,6,8,13,17,21, 24 100:1,3,5,14,23 101:11,13 102:11,19,21 103:11,17 104:5,17 105:2,9,12,15,22 106:3, 9,14 107:6,10,12,15 108:2,8,10,14,16 109:21 110:2,7,14,17,19 111:3, 5,11 112:5,7 113:17 114:1,4,7,10,23 115:14, 18,23 116:2,5,10,13,18 117:2,7,17,19,25 118:5, 11,23,25 119:15,19,22 121:8 122:15,19 123:19 124:12 125:12,17 126:11,21,22,24 128:2, 11,20,22 129:8,16,21 130:4,7,9,11,15,17,19, 22 131:1,4,11,13,16,22 132:11,14,17,21,25 138:16,23 140:19 141:10,18 142:1,3,15,20 143:5,8,18 144:3,7,10	Cheyenne 64:9,12 chief 67:1 child 71:6 choice 30:7 44:7 100:22 103:13 104:20 choices 104:19 choose 91:20 103:15 Chris 66:12 Christopher 4:21 59:20 Cindy 41:16 87:12 circumstance 66:19 circumstances 67:17 75:6 cities 86:6 city 77:19 78:5,8,13,16 79:10,12,23 83:4,5 84:4 86:7,8,17,22 87:4,16 claim 88:18 clapping 14:19 clarification 7:2,7 9:23 23:17 29:13 clarified 131:20 clarify 9:6 35:23 71:21 92:15 98:23 117:20 126:3 131:25 132:6 clarifying 4:12 128:19 Clarke 3:16 6:20 7:19 8:13 10:24 11:19 15:10 23:14,24 24:4 35:20,22 36:2,8,11,21,24 41:12 44:15 46:16 47:1,4 51:4, 6 52:20,22 64:21,23,24 65:14 74:7,8 83:9,10,17 84:6 90:18,19 94:10 95:15 97:11 99:24,25 105:14 107:8,14 108:1,4 110:11 111:9,11,12 112:6,11 117:19,23 118:1,3,24 119:1,17,21 123:5 129:14 130:15,16 131:2 132:2,12,23 133:1 134:15,22,25 135:3,17, 23 143:20,25 144:2,9 Clarke's 83:15 Clay 77:25
call 3:3,10,12 4:9 13:12 44:6 45:21,25 50:2 79:19 81:3 107:4 124:24 called 89:23 calling 3:4 calls 71:3 101:25 candidate 96:20 candidates 29:16 30:11,13 35:5 92:2 94:13 108:23 109:5 capacity 70:1 capture 20:24 captured 21:3 car 50:13 care 13:19 14:1 cared 115:7 career 47:23 50:22 carries 126:16 carry 5:7 22:20 141:2 144:4 cars 14:13,17 cart 37:4 case 19:16 36:19 56:15 88:18 111:18 Cash-chapman 3:14, 15 8:8,15 10:10,14,16, 20 11:12,21 23:21 24:6 33:9,11,21 34:21,24 35:2,11,13,18 39:23 44:8,11 46:8,18 51:1,3 57:7,10 58:4 59:2 64:17, 18 66:5 71:14,15,20 73:12,16 74:6,11 83:8 85:13,14 90:16,17 92:9, 12 94:6,21 95:6 97:1 99:22,23 100:11,18,25 103:16,18 104:7,22 105:16,21 106:1,4 107:3,12,17,18,21 108:6,12,15,18,22 109:22 110:5,8,13,15, 18,22 111:4,7,10 115:12,17,20,24 116:3, 9,11 118:2,4,6,12 120:14 122:17,20 125:16,18 126:9 127:1, 17,19 128:6,9,14,18 130:13,14 cat 50:17 caught 8:2 caution 102:14 103:8 CCNA 79:3 celebrating 56:1 cell 3:8 73:22 Central 56:18 certification 56:21 57:1 78:9 certified 49:4 78:7 86:21,24 87:2 cetera 26:11 63:15 chair 4:6 24:18,21 28:6, 10 82:17 83:13 93:3 101:15 116:14 132:16 133:10 134:16 138:20 142:23 chairman 3:2,8,11,16, 19,21 4:9,13,15,18,20, 23,25 5:3,7,13 6:9,12, 14,18,23 7:16,20,24 8:3, 5,10,17,20 9:1,5,22 10:6,11,15,17,23,25 11:10,14,16,23,25 12:3, 10,13,16 13:9,16 14:10, 18 15:2,5,8,11,16 19:8, 18 22:17,20,24 23:6,12, 16,23,25 24:3,8,10,13, 19,22 25:20 26:3,5,8,13, 17,19,22 28:9,25 30:10, 16 31:11,14,19,23,25 32:4,16,22 33:2,5,8,10 35:1,9,12,14,21 37:2,21 38:5,8,24 39:9 41:8,11, 13,21,25 42:14,16 43:7, 11,14,17,23,25 44:5,10, 13,16,19,22 45:8,11,16, 22 46:9,14,20,23 47:2,5 50:9,18,25 51:4 52:21, 23 55:6,9,12,14,18,22, 25 56:3,5 57:2,4,8 59:3, 11,14 62:1,7,8,12,15,18 63:5,16,19,21 64:4,8,10, 21 65:15,21 66:1,8,11 70:3,6,18,23 71:11,13	chairwoman 59:19 77:7 challenge 49:16 chance 137:5 139:13 change 8:23 9:8 11:17 16:7 20:16 34:10 40:11 45:2 67:12,16,25 68:23 93:14 105:7 140:24 142:13 Chapman 39:13 chart 28:3 charter 133:14,25 135:11,21 137:7,12 check 72:21 checked 26:15 checks 67:24 Cherokee 64:11		

clean 96:18 136:18	commit 59:1	101:7,8,10 103:23 105:8 107:25 117:6	17 102:9 140:3
clear 31:21 38:17,18 41:5 43:19 102:7 122:6	commitment 12:9 58:8		corrected 7:11 13:10
Clearwater 86:3 89:6 90:1	committee 25:16,23,24 26:10 28:4,17 42:6,13 44:24	consent 15:18	correcting 6:21
clerks 112:15	companies 118:8	considered 70:16	correction 5:12 7:7
client 68:9,10,14 83:25 84:3 89:10	Company 45:4	consolidated 79:11,15 80:2	correctly 6:25 19:11 27:4 52:19 132:13
clients 50:7 64:6 65:8 79:23	comparing 119:25	constitutional 79:18	cost 90:12 111:24
close 41:18,19 81:20 126:4 127:14	competing 34:14	constructed 16:20 88:12	costs 22:11
closed 93:13 97:23	competitive 79:3 121:1	construction 88:13,14	council 48:3,8
closely 48:22	complaint 87:20	consultancy 71:8,9	counsel 4:8,17 11:5 23:7 24:12,14 25:1 26:21 28:5,11,19 29:21 30:8 34:13 35:22 51:11, 14,25 52:1 54:13 63:6,7, 9 64:15 67:2 69:12 70:19 72:11,19,20 73:1 79:25 87:7,8 95:10 96:3 98:17 111:17 114:20 120:12 121:16,17 122:2, 4,13 126:15 132:3 140:17 142:14 143:15
closer 14:15	complaints 17:16 18:3 87:23	consultant 74:19 98:24	counsel's 139:19
closings 89:16	complement 62:16	consultants 89:1 140:10	county 76:23 77:19,25 78:6,8,13,16 80:7 81:7 86:22 90:7
Coast 13:21	completed 12:24 103:6	Consultants' 79:4	couple 12:25 29:9 43:4 78:23 93:23
code 26:9	completely 122:3	consulting 95:8	court 7:9 8:4,6 56:9,11, 13,14,16
cogitate 93:12	compliance 117:5	consuming 20:1	Courtney 138:17 142:22
cognizant 109:8	compliant 26:16	contact 60:21	cousin 81:4
COLL 14:16	compliment 65:22	contingency 136:1	cover 89:18
colleague 59:20 61:10, 20 63:10 77:8 80:4	comptroller 16:13	continue 13:5	coverage 62:22 89:19
colleagues 62:24 63:1	concern 20:6 112:1 138:5	continues 20:8	covered 66:2
combat 47:21	concerned 124:21	contract 27:22 88:13 116:16 129:18 140:8	COVID 48:4,14,15
comfortable 36:4,24 37:17 43:18 65:2 94:21 101:5 103:25 106:1,8,22 125:24 127:12 128:24 129:2,18	concerns 17:22 19:22 106:18 137:15	contracted 70:1 98:23	create 13:6
commanding 48:20	concurrent 134:18	contractor 5:22,24	creates 122:9
comment 12:12,14 35:21 37:2 41:10 53:2,4, 6 97:8,10,18,21 98:13 99:9,10 119:14 121:24 123:20 130:9,11 131:9	conditions 34:15	contracts 53:21 79:5 134:3 137:7 140:6,11	creature 119:4
comments 11:5 53:11 107:2 114:2 116:23,25 117:4 119:17,23 125:12	conference 18:7	contribute 70:2	credits 61:4
commercial 67:1 72:23 73:3 75:8,9	confident 125:23	control 55:21 81:4,24 83:1	criminal 53:7
Commission 49:18 80:7	conflict 49:20	convene 13:2	crisis 48:5,7,9,25
	confused 29:14	conventions 21:13	
	connect 98:8	conversation 40:8	
	connected 17:25 69:22	copartner 76:21	
	connection 74:14,15 85:9	core 6:3	
	Connie 16:12 138:16 139:4	corporate 62:21 67:2	
	cons 107:24	Corps 61:4	
	consensus 37:7,14 45:13,15 67:10 94:2	correct 6:2,15 14:14 20:3 21:8 26:18,20 35:11 49:13 82:4 84:15,	

criteria 27:1 28:17,23	decision 33:14 34:9,20 36:7 37:19 40:3 65:12 93:19 94:16 98:10 100:19 109:19 128:25 129:6 133:13 141:21	detail 49:5	138:19 143:8
critical 124:5		detailed 31:24 65:17	discussed 37:5 142:4
curious 125:22		details 52:7 116:21	discussing 43:2 44:25 114:11 116:6
current 48:19 66:18		determine 28:2 136:6	
customer 21:23	decisions 64:19 100:16 140:4	Detroit 71:3	discussion 24:1 37:10 38:13 39:18 41:4 45:5, 11 91:16 92:7 97:4 101:20 103:21,22 104:1, 4,5,7,11,14 105:5,10,17, 20 106:10,12,22,24 109:2,25 110:1,3 111:1, 6,10 112:8 115:13,15,19 122:16 125:15 129:8,9 130:5 136:11 139:6,15
customers 58:18	decline 15:24 17:9	developed 27:7 48:18 88:1	
cut 99:19 100:6	declined 17:19	developing 75:11	
	dedicated 49:23,24	development 20:9 21:9,11,25 22:11 60:12	
D	deemed 27:8	development's 21:21	
D.C. 60:24 63:10,20	deep 123:24 124:18 126:1	difference 94:11	discussions 123:1
Daigneault 4:24 85:24 86:2 96:24,25 119:18	deeper 60:23	differences 69:15	disposal 63:25
daily 63:11 88:25	defense 87:7	differently 65:10	disqualifying 125:8
Dan 76:17 77:8,16,24 80:4,6 82:5 131:7	defer 93:1 103:12,13	difficult 38:7 94:16	disrespect 96:9
dancing 32:7	deferred 103:5	direct 36:14 53:11 63:14	distant 81:4
danger 133:16	deferring 103:25	direction 143:2	distributed 29:3
Darn 66:1	deficit 133:17	directly 5:25 26:15 28:21 52:16	District 56:12,13 81:5
date 25:9,12 97:23 98:2, 9,11	degree 67:9,10 73:10	director 9:4 10:8 13:2 27:11,13 29:3,5,15 48:17 78:23 138:8 141:6,15	districts 77:20 78:17 79:20 86:6 133:25
day 9:17 56:4 89:4 116:12	Deland 90:9	director's 27:17,20	documents 128:1
day-to-day 86:19	delegate 123:9	directors 79:18 137:25	Dodson 60:17
days 60:2 80:5 88:10 128:14,15,17	delegation 140:13	dis 108:11	doggone 125:1
deadline 102:18	delete 27:19	disabled 47:21 50:19	dollar 15:24
deal 37:16 56:9 61:2 68:10,11 75:8 127:21	deletions 8:23	disagree 110:14	dollars 134:10
dealership 139:24	delivered 25:11	disassociated 113:22	domestic 48:7,9
dealing 67:3 80:9	demure 61:10	discount 124:2	domino 18:10
dealings 63:13	Dennis 7:18 35:21 41:11 94:9 95:12 105:13 118:4	discounted 125:3	donate 80:25
deals 75:10	Denver 71:4	discretion 27:15 28:2, 12	Dothan 75:21 76:2
dealt 22:1 61:3 137:25 143:21	depart 131:10	discuss 13:3 14:8 19:12 38:22 39:12,16 43:1,21 44:18 45:10 57:20 92:15 94:24 104:2,9,23 105:4 106:6, 16 107:20,22,23 109:23 110:9,25 111:1 115:15, 20 116:8 117:12 133:12	Douglas 51:11,13
debrief 13:10,11,13	departments 79:18		downside 111:20
December 9:25 141:17	depending 70:15		downtown 61:22 77:23 78:1
decide 6:7 29:7 30:15 33:17 36:3 37:10,15 38:2 40:2 100:9 127:3	deposit 113:18 114:16		drafted 30:20
deciding 36:4 41:4	deputy 15:8 79:25		drama 68:13
	Desantis 48:22 80:8		draw 114:17
	design 18:25		drawn 113:19
	desired 48:12		drive 75:18 76:6 125:7

driving 14:2 99:2	89:18	139:21	extra 122:9
drone 51:16	employment-related	Everyone's 19:18	
Dry 13:23	60:11	exact 120:9	F
dual 5:19,20	end 13:14 64:16 91:7	examination 78:11	FAA 5:24 60:25 63:15
due 17:22 133:3	115:4 134:20 136:17	excellent 108:23	69:7 87:20,22,24 113:7
duplicative 122:6	140:5 142:12	114:21	124:5
duties 65:7	ended 18:13 88:15	excuse 20:12 25:20	face 15:6
duty 50:14	enforcing 14:6	28:9 134:15	faced 51:22 80:11
dynamics 69:20	engineers 30:22	exec- 9:3	faces 5:5
	enjoyed 114:25	executive 9:3 10:8,18	facilitation 54:1
E	ensure 26:16	13:2 27:11,12,17,20	fact 80:14 119:2 121:11,
e-mail 142:9	ensured 140:10	29:3,5,15 48:10,11,13	14 124:7,24
e-mails 102:1	enter 75:5	52:10 78:23 138:8	factor 124:5,11 125:8
earlier 83:15 132:1	enters 6:20	141:6,15	factors 20:5
earmarked 66:3	entire 20:10 80:1	exhausting 116:17	facts 83:22
easier 104:24	entities 134:1	exhibited 68:22	fail 133:4
easiest 116:22	entity 31:8 43:1 83:24	existing 56:17 95:19	fails 126:17
Eastern 80:15	environmental 60:11	116:23	fair 40:17 53:9
Ed 88:6	61:3 69:8	expect 58:23 73:13,15	fairly 30:18 56:6 121:1
edge 112:23	equate 114:15	111:16	familiar 49:18,19 51:23,
educated 109:16	equipment 136:2	expected 55:3	24,25 88:23 121:13
educating 52:13	equipped 101:2	expecting 32:6	138:2,10
effect 18:10 27:2	error 28:20	experience 48:12 63:2,	family 50:10 71:6
effectuate 67:11 68:23	Esquire 4:19	22 64:14,15 67:3 78:3,4,	Fantastic 128:18
efficient 40:18 81:17	essentially 10:2 94:1	5 79:10 82:20 90:22	fast 97:25 137:13
elected 79:16 80:9	establish 121:21	109:11 111:19 119:11	favor 6:15 7:17,25 8:12
eloquently 83:22	established 96:3	121:15 123:6,18 124:16	10:19 11:18 24:3 46:15
else's 34:12 110:1	estate 60:12 62:20	experienced 79:6	99:12,13 108:3
embarrassing 35:17	89:15,16 119:8	experiences 66:22	favorably 119:13
emergency 58:11	Ethan 14:14	88:19	FBI 69:5,6
124:8	ethics 49:18 52:12	experiment 122:11	FBO 64:7 88:4,8
employ 129:22	78:19 80:10 84:12 87:11	expert 97:16	February 51:10
employed 73:2	evaluate 28:22	expertise 60:8 73:11	federal 15:25 48:13
employee 69:14,21	evaluated 78:9 101:23	87:15,16 111:18 113:6	56:8,11
72:24 137:7 139:17	evaluation 25:24 27:1	126:5	fee 22:8 53:16 54:13
employees 62:17 134:4	evening 66:16	explanation 20:19	113:14 114:14 120:7
employment 5:19,20	event 13:7	136:11	feel 43:2,18 52:2 54:4
60:25 61:2 62:21 80:20	eventually 105:7	exposure 113:4,5	63:23 65:1,2,4 69:10
	everybody's 129:10	express 140:12	81:11 125:7,24 126:4
		extensive 33:18	127:13,21 129:23
		extent 5:23 40:15 69:2	feels 127:7
		70:10 74:2	

fees 21:10 22:3,6	fiscal 20:10	forward 10:5 28:3,7,8 67:25 68:1 69:25 95:17 101:10 104:14 109:25 125:25 127:4 129:4,7 141:16 143:17	G
fell 71:25 143:3	fit 49:14 123:7	found 65:16	gain 56:18
fellow 53:12	five-minute 46:1,6 132:18	fourth 77:11	Gambrell 4:17 76:10,25 79:9 96:22 112:18 117:24 119:1,24 120:3 121:9
Fernandina 86:8 87:4, 17,25 89:3,5,10 90:1 124:17 125:7	five-year 58:8	frame 42:25 106:21	Gambrell's 119:9
fewer 27:8	fixable 68:5	frankly 33:19 54:11 60:7 89:7 122:4	games 66:14
FHB 87:25 123:6	fixed 68:17	free 34:15 68:9 81:11	garrison-type 53:22
field 38:21	fixing 68:15 137:20	fresh 13:15	gave 25:17 30:1
figures 137:17	flag 134:7	friend 121:12	GC 96:8
file 36:19,23 95:8	flagged 139:19	friends 117:9	general 4:17 23:7 24:12,14 26:21 28:5 29:21 30:8 35:22 38:13 48:19,20 51:11 53:21 54:12 60:14 61:9 63:6, 25 64:15 67:2 75:9 76:5 77:17 79:25 86:10 87:14 88:24 91:16,18 95:10 98:17 105:20 121:16 122:13 136:2 139:18 142:14 143:15
final 97:8	flat 120:7	front 30:5 32:19 44:1 56:16 58:9 60:25 63:14 134:3,4 135:25	generally 38:15 55:4 86:21 105:4
finance 19:17 135:19 138:11,24	flew 50:22	front-loaded 58:12	George 48:6
financial 15:15,17,20 23:3 24:10 95:21 140:20	flip 120:5	front-runner 38:17 41:5	gig 58:24
financials 20:7,15 23:11,15,20,22 112:23	Florida 18:13 19:5 20:1 47:17,18,19 48:18,20 49:1,19 56:13 59:25 67:5 72:14 74:16 76:5 78:5,10 79:2 80:16 84:12 89:8 90:5 98:4 113:9	front-runners 38:18	give 31:9 34:2 41:16 42:17 54:24 95:1 109:15 110:11 119:17 127:8 137:5 139:12 143:2
find 37:6,19 49:22 72:15 77:16 104:11 120:6	flow 17:22	frontline 123:17	glad 92:6
finding 120:9	flown 47:24	fuel 16:2,6,9 17:4,25 18:18 19:8,10,22,24 20:2	global 53:4
fine 19:15 105:14 108:22	Floyd 48:6	fueling 18:14	God 108:15 131:2
fingertips 77:22	fly 40:12 64:5	full 7:20 14:1 25:16 59:8 62:16 63:24 95:9 104:4	good 4:3 13:11,13 22:24,25 23:18 43:10 45:7 49:13 52:9,21,25 59:18 62:3 65:21 66:16 74:11 94:6 97:19 100:23 105:3 114:15 115:8 117:10 123:2,25 124:15, 17 125:1 128:9 137:19
finish 88:11	Flyers 18:13 19:5 20:1	full-service 60:6 80:12	goodness 14:18 131:7
finishing 88:10	focus 140:3	full-stop 17:19	Gosh 90:1
firm 5:2 40:25 51:11,13 59:22 60:6 62:2,24 69:18 76:24 77:10,11,17 80:12 86:2,3 94:1,3,11, 24,25 95:16,22 96:17 97:13,15 103:4 104:22, 23 106:6,23 109:23,25 110:1,4,9,10 113:11 114:3,8,13 115:21,22 117:1 118:17 120:1 121:10,19 122:9,20 124:15 129:22 130:2,23 131:21	follow 75:14 92:23	full-time 48:16 58:24 62:17	gotcha 54:19
firms 27:8,14,17,19,22 29:24 70:13 77:12 83:20,21 94:2 95:14 96:21 97:3 98:7 99:20 100:6 106:16,17 107:2, 20,22 116:7,8 121:22 124:7 127:16 129:19	follow-up 121:24 125:19 127:2	fully 74:4	
	follow-ups 34:16 91:19	fun 12:4,5 66:14	
	foot 67:25	funded 139:5	
	force 14:1	funds 135:6 136:13 137:2,3 138:9	
	forego 116:6	furthest 123:22	
	forewarning 51:17	future 27:22 33:25 129:23 131:24 140:1	
	forget 119:3 135:22		
	form 27:22 38:11		
	formal 32:6 40:5 90:23 134:5 135:5 140:15,23		
	formally 135:6		
	forms 28:13 73:22		

governance 64:15		heart 61:22 90:5	hosting 66:17
government 57:1	H	heavy 58:19	hour 89:21 111:24
60:13 78:8,14,16 79:11, 15 80:1,2 83:24 86:22, 23 87:2,14 89:14 113:10 118:13 119:10 122:22	Haas 48:19	heightened 65:7	120:11 123:13 124:9,21 125:1
governmental 62:21 79:9	hair 20:14	helped 48:13,14	hourly 53:16
governments 77:20 78:6	half 11:7 15:24 76:1 123:13 124:9,22	helpful 34:4 127:17 136:15	hours 54:13,14 58:22 59:4 76:1 89:12 120:7, 18,23
governor 48:22 49:2 80:8 137:21	halfway 49:13	helping 76:22	house 7:21 48:4 50:1 137:21,24
grade 29:4 37:24	halls 90:10	hey 93:23 104:12	Housing 79:21
grading 27:1	hand 111:21 143:1	HH-60 50:24	huge 122:22
grammar 90:10	handle 51:21 70:14 122:13	hiccups 12:25 13:6	huh-oh 134:21
grant 15:24 16:16,23,25 17:1 87:22	handled 87:20,23 88:13,16	high 57:13 70:16 71:6 111:21	hundred 17:18 47:20 109:14 134:9
grants 63:15 78:22	hands 59:8 142:24	higher 112:13	Huntsville 75:12
great 14:11,19 62:25 63:21 91:7 103:7 122:10	hands-on 71:18 72:9 123:8,17	highest 113:15 120:19	husband 75:21
greater 135:13 137:14	happen 125:4	Highway 89:10	
ground 49:3 54:5 57:17 58:2 89:4	happened 18:2 80:23 143:3	hire 35:20	I
group 37:10 40:9 69:20 113:16	happy 5:4 15:5,13 19:19 62:5 85:18 89:22 122:3 127:23 128:25	hired 40:25 140:10	Ian 63:10
grows 13:7 64:11	hard 6:7 97:24 108:24 122:24	historic 71:25	iceberg 137:10
growth 111:15	hat 13:21	history 29:15	idea 91:18 120:18
Grumman 14:23	hate 66:5 138:21	hit 89:4 109:18	idea 91:18 120:18
guarantee 38:22	Hawk 50:24	hits 109:9	identify 106:17
Guard 13:21 47:20 48:18,21,24 49:1	he'll 50:14,15	hitting 102:1	imagining 96:1
guess 7:6 11:2 15:16 29:5 47:14 53:2 62:8 84:9 90:21 96:19 101:3 115:11 118:23 120:12, 17 123:20	head 10:13 14:11 84:23 92:14	Hodges 4:14,16 76:11, 13,15,17,21 77:4,8 81:7, 9 82:1,4,15 83:3,12,15, 18 84:17	immediately 67:21
guests 3:13,25 4:4,9 15:14	headed 28:4 88:2	hogwash 13:3,12	imminent 133:4
guidance 6:4	headquarters 72:1	hold 82:13,15 92:13 127:6	immunity 87:12
guide 6:4	hear 23:8 36:16,17 37:9 38:25 40:1 41:14 42:25 44:8,13,14 45:2,18 46:1, 10,21 51:18 109:19 111:7 123:3	holistic 60:20	implicate 9:19
guys 4:1 39:1 47:8 66:1 68:7 69:25 72:9 73:24 92:14 131:19 132:10	heard 18:17 39:20 85:14 91:7,8 98:8 101:24 102:5 106:11 117:3 141:4,23 142:12	home 50:14 89:7	implied 120:24
	hearing 36:12 38:12 110:1 123:2	homework 66:4 131:8	importance 67:22
		honest 21:3 108:24 118:15	important 13:17 33:13 36:18 43:2 56:22 65:6 78:4,15 109:1 123:1 137:11
		honestly 75:9 95:6 109:12	importantly 69:12 78:2
		hope 31:25 52:25 58:22 89:8 111:18	impress 112:9
		horse 37:4	impressed 64:13 91:9 94:13 119:13
		host 64:3	impression 99:2
			impressions 112:10

impressive 123:17	intent 34:5 35:20,25 36:1,2,6 132:9	items 16:10 53:20 92:22 133:20 136:1 137:15,16 138:1	jumped 112:24
in-house 66:25 83:24 84:5 87:6	interact 113:7		June 3:4
incidents 12:24	interest 49:20 73:10 129:5 130:20	J	juries 44:2
included 16:18	interesting 60:5 98:2		K
including 48:24 59:24, 25 60:12 113:6	interests 69:19	Jack 132:14	keeping 55:6 123:10
incorrect 5:23 7:9	interim 78:22	jackets 14:4	Kem 4:19
independent 79:19 80:2	international 60:7 118:7	Jacksonville 59:25 60:17 61:1 62:10,14,22 77:23 79:11,13,22,24 80:21 82:17 83:4,5 84:4 88:7 119:12	Kemberli 46:25 47:6 59:15 66:15 70:6 75:17
individual 29:7,16,19 39:3 43:15 45:4	internationally 80:17	Janet 46:21	Kempf 4:22 59:21 60:22 61:14,17,19 62:2 66:10
individually 41:24 42:7	interpreted 132:12	January 16:7 17:5,7,8, 14 143:9	key 43:4
individuals 25:13 100:7	interview 18:6 29:8 33:22 40:22	Jax 18:5	kind 29:17 34:3 35:17 57:17 61:22 64:2,8 74:23 75:11,25 84:1 89:17 95:3,8 104:12 109:18 112:13,17,22 120:23 123:7 134:6 137:13 139:2
industry 71:1,10 74:17, 18 75:14	interviewed 29:18	Jeffrey 4:22,23 59:21 61:19 62:20 66:13	King 61:21
inefficient 122:8	interviews 29:7,9 38:2, 22 41:17	Jen- 47:5	knew 85:18
influence 14:2,3	introduce 3:12 16:12 24:16 32:9 38:25 40:17 46:7 61:17 76:18	Jenni- 66:4	knowing 68:25
inform 51:13	introductions 33:13 34:25 40:1,20	Jennifer 23:17 84:25 85:1 99:14	knowledge 7:3,11 49:21 53:11
informal 90:25	investigation 53:7	Jennifer's 114:14	Kuwait 47:22
informally 87:24	investigations 60:13 69:5,7,8,9	Jennison 5:1 46:25 47:6,11,13,16 50:11,21 51:6,23 53:19 54:9,11, 17,20,23 55:2,24 56:2,4, 12,20 58:3,6 59:9,13,16 64:25 97:11,12,13 131:9,12,15,18,23	L
information 21:18 37:15,20 40:24 65:8,11 68:25 73:20 92:23 93:7, 11,13 102:4,17 103:9 109:15 118:20 123:2 127:9 138:11 139:1	investigative 80:10	jet 19:24 20:1	labor 80:20 89:17
informed 30:11,14	invite 29:8 33:16 35:7, 16,18 40:4	job 6:6,19 48:8 52:19 88:15 127:23	lack 68:24,25
ingrained 84:1	invited 27:25 41:16 82:10	Johns 76:23 77:25 80:7 81:7	lady 72:16
initial 37:5 40:8	invoice 143:21	join 71:2 88:4	lamplight 69:3
initially 123:15	Iraq 47:21	joined 87:3	language 54:10
initiative 49:2	issue 35:24 72:16 133:12	joke 131:4	LAQUIDARA 4:6,11 6:17,21,24 7:15,22 8:1 9:11 25:19,22 26:4,6,9, 14 28:6,10 29:12 30:13, 17 31:12,16,20,24 32:3, 5,17,23 33:3,6,20 34:4, 23 36:1,3,9,12,22 38:4, 6,9 39:6,10 41:18,22 42:1,15,19 43:10,12,15, 18,24 44:2,18,20,23 45:10,12,17,24 46:12,22 91:13 92:1 93:3,5,17
initiatives 48:23	issue's 139:5	Jose 12:17 14:22	
input 32:25	issues 13:18 48:10 60:9,10 74:24 80:10 88:25 109:14 137:6,20 139:19	joy 81:9	
inside 52:7 72:12	item 5:17 9:3 16:2 23:6 24:13 27:12,13 32:20 133:24 134:9,11 137:4 139:16 141:7	juggling 50:7	
insight 54:15 67:23		July 13:25 102:23 103:1 143:9	
instruction 25:4			
insurance 87:7 140:10			
intellectual 80:21			

97:7,22 98:6 99:4,7,10, 15,19 100:12 101:12,15 102:14,20 103:2 105:19 106:12,15 107:4,9,11, 16,18 108:21 116:14,19 117:3,11,18 126:13,23 129:15,17 130:8 131:3 133:10 134:19,24 135:4, 18 136:7,24 137:23 138:18,21 139:1,4 140:5 141:1,8 143:23 144:1	Len 41:9 105:9 lend 67:23 lessen 58:9 letter 51:10,12,23 level 48:16 112:15 lie 94:25 life 14:4 57:25 lift 50:24 58:19 Lima 50:23 limit 55:16 limitation 31:17 limited 17:22 73:9 89:11 98:16,17 Liotta 3:17,18 5:11,12, 14 7:6 8:14,25 9:2,23 10:13,22 11:15,20 19:20 20:4 21:8,17 22:1,7,9, 13,16 24:5 29:13 37:1,3 39:13,22,23 40:6 42:19 46:5,17 52:23,24 54:7, 10,16,18,21,24 55:13,20 65:1,15,16 74:9,10 75:1 84:8,9,18,23 85:6 90:20, 21 93:20,21 95:23,24 96:18,25 99:17 100:1,2 101:3,17 105:3 108:5 112:7,9 113:18 114:2,6 119:23,24 120:15 121:23 123:20 128:13, 21,23 130:3,17,18 132:16,18 137:9 139:10 140:22 141:5,12,20 142:2,8,16 143:7,11 144:6 Liotta's 41:22 43:13 94:23 99:12,15 Lippes 4:22 47:2,6 59:16,21 60:4 96:22 107:7,13 110:4 111:9,12 112:10 114:12 115:3,11 117:1 120:1 121:2 122:1 129:22 130:1 list 27:6 33:15 34:1,8 35:5,7,15,24 88:20 99:19 101:9 106:2 listen 31:3 34:11 35:9, 14 68:12	listening 34:12,24 listing 27:13,18,20 litigation 88:8,11 118:12 live 50:11 61:12,20 89:5 lived 61:21 living 50:15 LLP 4:17 76:10 lobbying 60:24 local 70:13 72:19 76:16 77:19 78:6,8,14,16 80:9 86:21,22 87:2,14 88:24 89:14 97:16 109:4 111:13 113:1 119:10 122:22 134:1 locked 124:23 long 19:4 30:17 33:22 69:12 75:18,19 111:16 longer 104:16 looked 38:15 56:23 105:17 loose 137:13 lost 50:13 143:14 lot 13:18 21:4 48:12 52:6 54:4,5 55:4 57:17 58:6,12,23 67:11 68:23 90:7 92:9,14 95:20 114:9,13 118:9 119:8 123:2,25 lots 87:21 love 71:25 77:18,19 109:4 118:22 120:24 lower 112:14,20,21 lower-level 111:22 lowest 123:22 loyal 52:5 lucky 64:4 Ludlow 3:2,8,11,16,19, 21 4:9,13,15,18,20,23, 25 5:3,7,13 6:9,12,14, 18,23 7:16,20,24 8:3,5, 10,17,20 9:1,5,22 10:6, 11,15,17,23,25 11:10, 14,16,23,25 12:3,10,13, 16 13:9,16 14:10,18 15:2,5,8,11,16 19:8,18 22:17,20,24 23:6,12,16, 23,25 24:3,8,10,13,19, 22 25:20 26:3,5,8,13,17, 19,22 28:9,25 30:10,16 31:11,14,19,23,25 32:4, 16,22 33:2,5,8,10 35:1, 9,12,14,21 37:2,21 38:5, 8,24 39:9 41:8,11,13,21, 25 42:14,16 43:7,11,14, 17,23,25 44:5,10,13,16, 19,22 45:8,11,16,22 46:9,14,20,23 47:2,5 50:9,18,25 51:4 52:21, 23 55:6,9,12,14,18,22, 25 56:3,5 57:2,4,8 59:3, 11,14 62:1,7,12,15,18 63:5,16,19,21 64:4,8,10, 21 65:15,21 66:1,8,11 70:3,6,18,23 71:11,13 72:7 74:7,9,12 75:16,20, 23 76:3,7,12,14,16,20, 24 77:1 81:6,8,23 82:2, 5,9,13,19,22 83:5,9,11, 14 84:7,19,25 85:4,10, 12,16,22 86:12,15 89:20,25 90:8,15,18,20 91:1,4,6,25 92:3,11,18 93:4,20 94:8,19 95:5,11, 23 96:12,16 97:2,6,9,19 98:5 99:1,6,8,13,17,21, 24 100:1,3,5,14,23 101:11,13 102:11,19,21 103:11,17 104:5,17 105:2,9,12,15,22 106:3, 9,14 107:6,10,12,15 108:2,8,10,14,16 109:21 110:2,7,14,17,19 111:3, 5,11 112:5,7 113:17 114:1,4,7,10,23,25 115:14,18,23 116:2,5, 10,13,18 117:2,7,17,19, 25 118:5,11,23,25 119:15,19,22 121:8 122:15,19 123:19 124:12 125:12,17 126:11,21 128:2,11,20, 22 129:8,16,21 130:4,7, 9,11,15,17,19,22 131:1, 4,11,13,16,22 132:11, 14,17,21,25 138:16,23 140:19 141:10,18 142:1, 3,15,20 143:5,8,18 144:3,7,10
--	--	--

M			
Mad- 116:14	manner 30:19	39:3 41:22 47:19 48:4,5 56:17 69:15,16 75:7 86:25 101:17 105:23	mirror 6:7
Madam 4:6 24:18,21 28:6,10 59:19 116:14 132:16 133:10 138:20 142:23	March 20:13	member's 129:17	mistake 132:4
made 5:14 9:24 10:12 11:13 27:10 30:7 36:7 45:6 68:24 91:10 93:5 98:15 99:1 109:24 125:23 132:4 141:21	Marks 4:19 47:1 59:15 66:15,16 70:4,9,20,25 71:12,19,23 72:8 73:15, 18 74:15 75:19,21,24 76:4 98:13	members 7:21 29:19 32:13,24 38:13 42:1,2 43:5,15 46:1,3 47:15 48:11 53:12 65:7 66:16 81:11,17 83:21 91:17 102:8 134:7	mistakes 68:24 78:18 misunderstanding 7:11
main 14:7 86:3	master 78:21	mention 7:4 57:16 90:8	mitigate 111:23
maintaining 58:16 68:21	materials 67:7,19 103:7	mentioned 53:16 57:11,18 61:23 90:22 92:25 120:1,5 123:21 139:17	model 50:23
maintenance 57:14 58:10,11	math 20:17 120:10	merits 121:7	moment 13:1 52:14 65:13 125:24
major 49:11	Mathias 4:22 47:1,6 59:16,21 96:22 111:12 112:10 114:12 115:3 121:2 129:22 130:1	Miami 80:19	money 133:22,23 134:11,13,14,21 135:10, 12,14,19 138:13 139:9
majority 45:20 101:4, 10,16	Mathis 110:4 114:12	Michelle 33:10 66:4 92:7 99:18 104:18,25 115:11 121:4 122:15	month 13:14 18:4 20:14,18 54:14 73:13,17 89:12 127:5,10 132:20, 22 133:5,9 139:11 140:6
make 7:7 9:2,7 11:12 12:19 23:21 33:14,15 34:1,22 35:1,4,7,15,24 37:18 38:19 39:17,21,25 40:16 41:6 44:20 53:11 64:19 65:12 78:18 81:1, 17 85:6 88:17 91:14 92:1 93:10,18 96:19 100:16,19 101:19 102:7, 8,9 106:16 107:19,21 109:19 111:2 116:11 117:18 126:16,20,22,25 129:6,12,13,14,19,22 130:1 131:9 133:12 135:4 139:8 140:23 141:2 143:18 144:3	matrix 25:24	mid 47:18 middle 49:11 56:13 59:5 127:11	monthly 22:8 109:5,6 113:12,14
makes 39:24 40:1 100:20 129:1	matter 37:16 67:24 84:21 96:10 103:5 136:16 143:14	midnight 110:21	months 78:23 81:12
making 40:3 65:18 76:7 107:25 127:4 129:3,18 130:20	matters 60:8,11,12 61:2,3 80:7,9,10 122:14	Mike 50:23	morning 50:3
management 49:6 57:21 95:21 138:3	mayor's 79:16	miles 17:18 50:1	Mosquito 81:4,24 83:1
manager 49:4 86:19 88:25	Mccammon 12:14,18	military 49:15,24	motion 5:16 8:8 9:2,7, 17,18 10:6,12,14 11:12 23:21 34:18,22 35:4 38:19 39:17,21,25 44:21 45:3,6,9 46:3 91:14 92:2 96:19 99:4,12,16 100:20 101:16,19 102:8,10 103:3 106:16 107:4,19, 22,25 109:24 110:5,15, 22 115:17,20,25 116:11, 23 117:1,5,13,15 125:15,23 126:15,16,17, 20,22,25 129:12,13,18, 19,22 130:1 135:4 136:10 140:15,23 141:1, 2,6 143:19 144:3
managers 87:19	Mckendrick 14:23,25 15:3,7	million 15:24 16:25 90:14 135:8,9	mouths 117:14
mandate 69:17	meaning 67:15	mind 45:2 91:9 101:18 105:10,12 121:24	move 6:11,13,14 7:13 10:5 28:7,8 41:6 46:5 96:20 101:10 104:14,24 106:23 110:9 127:3 129:7 134:10,13 138:1 141:11 143:17
	meant 76:15	minds 13:15	moved 22:25 138:15 141:16
	MEDEVAC 50:24	mine 57:4	movie 68:8,9
	meet 33:23 73:12 127:11	minimum 88:1	
	meeting 3:3,4 5:9,14 7:4,5 9:10,16,25 13:2,8 14:9 29:25 35:8 36:4 38:1 41:1,7 42:6 43:3 73:23 78:24 82:7 85:3 100:17 102:12,20,23 103:1 104:3 114:25 127:5,6 131:16 139:21 140:21 141:3,19 142:5, 21 143:9,24 144:5,7,12	minute 61:10 64:19 92:13	
	meetings 30:21 61:24 66:13 81:20 103:2 115:7 124:23 131:17 140:16	minutes 5:6,9,10 6:10, 15,22 7:5,14,23 8:9,11, 21 30:3 32:12 55:14 77:5 80:25 81:21 89:22 116:3	
	member 11:5 29:10	minutes' 31:9	
		miracle 129:25	

moving 125:24 129:4 135:12	nomination 56:16	officials 79:17 80:9	P
multi 34:7	nonconflict 49:20	offline 16:10	
multiple 20:4 47:25 48:23	nondelegable 70:17	one's 67:25 68:18	p.m. 144:12
multistep 34:7	North 47:17,18 89:8 90:5	open 70:4 103:2,20,21 120:17	pages 66:2
N		opening 60:2	painful 31:2
n' 12:22 14:7,10 140:6	Northrop 14:23	Operation 13:23	paint 88:15
narrative 21:14	note 65:6 70:24 112:12 113:12	operations 58:17 80:1	Palatka 18:13,18
narrow 33:15 94:20 95:13 96:20 97:3	noted 6:25	operator 5:21	Palm 60:1 62:25 63:1
narrowed 94:4	notes 14:25 86:20	opinion 93:2 96:12 110:11 121:8 122:5	paper 101:24
narrower 38:20	notice 34:5 36:1,2,6,17 128:13	opportunity 54:25 61:7 77:10 100:19 123:9 131:19	paralegal 87:9 120:21
narrowing 94:22 97:10	noticed 15:23 32:18,19 139:22	opposed 9:18 10:23,24 11:23 24:8 31:6 42:12 99:20 108:8	paralegals 111:23
Nate 14:22,23	notified 25:8,13 139:14	ops 17:24	Paranza 12:17
nation 80:17	NSC 48:4,5	optics 67:20 72:13	pardon 24:14
national 47:20 48:3,18, 21,24 59:22 60:7 67:4 71:1	nuances 69:14	option 98:21 100:20	Park 82:3 83:1
nature 17:20 63:4	number 11:2,6,7 21:15 24:13 36:14 43:20 60:15 62:8 77:15 114:5 121:11 130:2 141:7	oral 27:18	parliamentary 81:14
nautical 17:18	numbers 17:6	Orange 82:3 83:1	part 5:18 12:4,5,6 17:12 36:16 87:19 90:22,23,25 98:19 123:11
navigated 69:5,6	numerous 109:3	order 3:3,5 13:3 27:7, 14,21 45:23 67:11 68:1 76:15 106:17 107:10,20, 23 136:17 137:21,24 140:17	parties 102:16
necessarily 9:19 41:19 45:14	O		partner 12:2,4,6 15:12 69:10 70:13 72:18,19 97:15 112:19 120:12,22
needed 56:18 88:15 109:18	objectivity 67:9 72:21	organization 53:25 66:20 67:14 68:2	partnered 98:18,24
negotiable 137:12	occur 16:19	organizational 49:8,17 81:14	partners 112:13,20
negotiate 30:23 69:22	occurred 16:22	organizations 75:8	passed 37:22 38:20 39:19 57:8
negotiated 88:5	Ocean 89:10	oriented 49:5	Passero 89:2
Negotiation 79:4	odd 32:18	outgoing 51:25 52:1 132:3	passes 11:25 101:20
negotiations 27:22	offer 62:2 69:25 72:24, 25 111:14	over-budget 20:18	passion 49:8 77:18
news 18:5 49:12 68:3 75:1,3	offered 68:3	oversaw 79:25	past 61:24 109:13
nice 5:4 12:5 33:23 50:10 64:10 77:11 85:4 99:1 114:13 136:18	offering 119:14 123:12	oversight 6:5	path 28:3 69:25
night 50:2	office 4:16 60:16,18 62:10,14,22 70:8 79:16 80:21 86:4 87:21 89:7, 14	overview 16:1	pay 135:19
nobody's 39:7,8	officer 49:24 55:3 67:2	owns 119:7,8	paycheck 69:21
nods 10:13 84:23	offices 59:23,25 78:1 79:18 80:16		paying 22:3,6
			peers 78:10
			penalties 14:3
			pending 50:8 117:15
			people 14:17 18:1 28:13,23 29:6,9,23,25

30:3,5 31:21 33:6 34:10 38:21 40:16,19 42:21 44:12 45:18 53:6 58:15 62:9 69:20 72:20 78:24 81:19 91:23 92:24 93:6, 9 98:1 104:25 109:17 113:6 117:16 121:6,18 126:24 135:21 138:25	Piper 64:9,11	postpone 104:3	46:2,10,21 91:8,11 92:21 102:6 128:1
percent 16:3 17:9 47:20 86:18 109:14	Pittman 5:17 9:20 16:8, 12 17:12 18:20 19:7,10, 16 20:3,22 21:16,20 22:5,8,12,15 23:10 24:17,20,23 25:21 26:18,21,23 28:7 133:1, 6 136:5,8 138:19 142:23	potential 25:7	presented 15:20 16:18 20:15 24:11 102:18
perfectly 108:24 125:5	place 12:18 52:11 58:15 81:16 138:14 143:10	potentially 52:2 96:11 122:6	President 48:2,6
perform 27:9	places 90:1	power 41:2	President's 48:7,11
period 45:18 58:20	plan 19:7 48:19 71:17 78:21 88:22	Powerpoints 32:6	pretty 53:15,20 56:14 57:11 112:11 116:4 125:1,22
permitted 131:12	plane 61:16 64:1,5,8	practical 124:1	prevail 45:4
perplexed 120:3	planes 14:14,17	practice 53:8 56:8 60:16 62:4 75:10 78:13 79:9 80:14 113:10	preventive 58:10 68:19
perplexing 52:1	plans 41:6 48:17 95:18	practiced 73:3	prevents 58:11
person 17:21 29:11 36:7 37:12 45:6 49:3 68:1 72:15 89:23 90:24 96:15 104:9 123:3 133:21	play 96:5 137:13	practicing 56:10	previous 16:4 51:11 59:4 118:17
personal 85:7	pleasure 126:14,19	practitioner 47:17 50:5 57:19 70:7,9 93:25 94:11,24 95:7 97:13	previously 134:3
personalities 57:24	pledge 3:6,7	practitioners 29:24 99:20	price 18:18 19:2,8,10
personally 87:21 141:14	PMP 49:5	prefer 44:8 94:3,24 96:16 112:5 126:2 129:6 132:21	prior 12:8 29:14 34:22 107:25
personnel 18:9	point 4:10 27:1 28:14,22 29:13 41:2 43:13 52:15 67:8,13 77:15 81:1 92:21 94:23 95:13,22 100:12,24 105:11 108:25 109:4 113:13 114:14,22 124:3 125:5 126:19 136:22	preferable 95:22	priority 50:6 58:25
perspective 67:4 69:24 72:24 84:4	points 45:7 60:21 79:8 133:11	preference 27:8 91:22 101:18 126:20	prison 48:25
persuade 117:16	policies 48:12 52:12	preferences 40:9	privately 84:22
Pete 131:11	policy 6:4 48:2,17	premature 136:20	privy 65:9,11
Peter 5:1 47:6,11,16 50:9 97:12	polled 101:7	preparation 85:2	problem 13:4 34:14 114:19 125:10
philosophy 32:10	ponder 103:7	prepare 27:13 34:2 139:12 142:9	problems 68:16,17 88:14
phone 3:9 73:22 101:25 125:4	poor 139:4	prepared 31:25 92:20 93:18 94:17 96:14 100:14 109:22,23 110:24,25 114:21 117:23 121:21 125:11 126:2,7 131:5 139:22	procedural 116:15
pick 28:18 33:25 42:3	Port 79:20 82:18 89:10, 11	prepares 50:16	procedurally 25:22 39:20 102:9
pictures 25:13	position 71:22	presence 118:7	procedure 32:18 133:11
pike 61:5	positions 74:22	present 3:15 77:10,12	procedures 52:13 53:22 58:14 60:10 63:3 134:8
pilot 50:20 61:15,23	positive 17:7 68:23 123:11,18	presentation 27:18 30:12 32:2,6 33:18 35:8, 10,15 40:5 42:23 45:8 46:6 47:12 55:17 59:12 66:12 121:4	proceed 38:14 45:19 91:22 106:19
pilots 61:14	possibly 111:22 121:16 132:19 136:22	presentations 36:13 38:25 41:14 42:18 43:22	process 24:24,25 27:25 31:22,24 32:25 34:6,17, 18 39:13,14,17,22 40:6 53:5 57:10 58:14 63:3 91:16 127:9 133:7 138:10 140:3 142:25
pinch 20:25			processes 39:19 60:10
Pinellas 90:7			

81:16	publicly 84:21	125:18	126:1
processing 64:18 102:4	publish 35:24	quickly 37:14 64:20 79:7	reasons 133:3
procurement 26:9 42:6,13 78:20 133:7 141:7	pulling 118:20	quorum 3:23	Reba 108:15
procurement-related 60:9	pullout 52:15	quote 51:12	recall 27:4 30:4
profession 56:22	purely 42:24 69:17 143:14		receipt 25:10
professional 20:8 21:6, 9,11,21,24 22:11 75:14	purposes 95:9 106:12, 24	R	receipts 22:10
profile 93:24	put 10:3 13:20 25:2,3 27:24 30:24 31:17 45:22 59:14,15 67:14 81:15 85:8 109:12 115:8	ran 18:5,7 90:9	received 23:20,22 25:3, 6,9,14 51:10 71:3
project 16:24 49:4,6,25 58:16 96:6	Putnam 18:12	range 62:3 73:7	recent 10:3 109:8 123:6
projects 16:19	putting 37:3 67:25 123:16 135:15	rank 25:24 26:1 27:14, 21 29:4 34:19 36:5,13, 18 37:24 39:2,3 41:15, 24 42:2,7,10 44:19,24 105:8,23,24 109:21 114:21 115:25 125:11 126:8 127:24 128:2	recently 18:2 86:7
proper 35:7 135:20 138:14	Q	ranked 28:14	recess 132:19
properly 139:13,22 140:9 141:4	qualification 27:14	ranking 36:18 42:12 44:11 104:25 121:21 126:18 128:24 129:3	recognize 77:2
property 80:22	qualifications 56:23	rapport 52:9	recognized 43:8 85:18
proposal 53:16 60:5	qualified 27:9 56:8 65:12 67:23 127:23	rarely 87:8	recollection 9:16 29:20
proposals 4:7 25:6,9, 11,17 30:14 126:6	qualify 121:16	rate 112:14,15,19,20,21 120:8,12,19,20,22	recommend 94:17
proposed 53:16 120:6	qualifying 63:2 104:9	rates 112:13,24 113:23	recommendation 91:14
proposers 51:9	quality 124:15	ratify 140:7	recommendations 78:12
pros 107:24	quarter 141:25	reach 34:8 36:14 98:9	recommended 27:7,17 28:15
prosecutor 60:15	question 16:16 17:3 20:6 23:17 32:9 33:9 51:8 52:16 53:3,14,15 56:7 64:25 65:3,5 66:6 73:6 83:15 84:10 101:3 103:11,14,19 118:16 125:19 127:2 132:1,3, 12,23	reactionary 140:4	record 27:24 85:7 108:19 116:15
protect 58:15	questions 15:19,20,22 16:11 19:17,19,20 22:18,22 30:18,23 31:10 32:14,15 33:24 34:1 37:11 40:4,10,16,19 42:18,21 43:4 50:8 51:2, 5 57:5,6 59:8 61:9 62:5 64:16 65:19,24 70:5 74:8,9,10 81:2 82:24 83:11 84:24 91:3,8,24 106:18 121:20 138:12	reactions 37:6	recordkeeping 140:14
protected 52:3	quick 33:23 40:8 81:1	read 43:16 52:7	records 78:20
protest 36:20 48:6		readily 72:25	recovery 53:1
provide 6:4 18:24 19:3 72:21 73:7,8		reading 9:7 102:5	recruited 71:2
provided 18:12 29:23		ready 35:1 39:1,2 41:24 42:2,3 71:15 83:8 90:17 91:23 93:12 97:21 101:9,18 102:8 118:24 138:18	Reddit 102:1
providing 22:9		real 33:23 60:12 62:20 89:15,16 119:8	redone 88:16
proximity 119:11		realtime 52:12 79:14	reference 133:6
pub 68:9		reappear 102:23	referenced 79:8
public 42:11 52:8 58:15 69:17 74:25 78:20 79:1 97:6,7,9,18,20 98:13 99:8,10 103:3 130:7,9, 11 139:13		reason 103:20 125:22	referred 5:21
			referring 4:6 54:8
			refine 32:14
			reflect 6:22
			reflecting 11:13
			regular 113:7
			regulations 48:13,14 88:3

Reid 15:8	67:18 95:2	revenues 139:7	S
reimbursement 22:2,7	required 54:1 56:10 84:14 101:23 138:4	review 22:14 23:6 24:12,14 25:15,18,23,24 26:10 66:19 98:14 142:6	
reimbursements 17:2	requirements 19:1 33:4 34:10 69:1 79:2	reviewed 91:23	SAAPA 12:20
rein 34:15	requires 56:15 67:9,11 135:11	reviewing 53:21	safely 14:5
reissue 28:16	rescue 66:21	revisit 19:23	safety 17:22 133:3
reject 28:15,16 98:3	research 54:5 74:24 102:1	RF- 24:25	salaries 134:4 137:7 139:18
relationship 78:25 96:4	researched 18:20	RFP 24:25 25:7 66:19 67:14 79:8 85:9 96:2 112:18	sales 19:24
relationships 70:10 85:7	resident 47:18 67:21 76:23 77:24,25	RFPS 74:20	SANTIAGO 12:8 55:8, 10
remain 52:3	residents 61:12	RFQ 23:7 24:12,14 25:22 27:1,25 30:19,24 31:18 34:10 35:6 40:11, 12,23 54:8 63:8 65:16 75:6 93:15 98:10 115:8 142:18	sat 72:22,23
remainder 141:2	resolution 140:8	RFQ/RFP 112:10	satisfied 115:18
remaining 106:16	resources 60:23 77:21 95:3,20	RFQS 26:14 28:10 37:22	savings 135:8,15
remember 19:11 20:23 100:18	respect 63:14 75:1	Riera 12:15,17 13:12,17	scale 27:2
remotely 86:5	respondent 46:6	rigorous 78:10	scenes 74:3
repainted 88:16	respondent's 55:21	risk 121:17 139:23	schedule 91:19
repeat 123:21	respondents 4:7 25:7 26:2 30:1 46:2 53:10 54:19 85:8 101:23	Robert's 126:23	school 71:6 90:6,11
replacement 133:2	responding 35:6	Robinson 5:21,22,23	scope 53:17,18,19,23 54:7,22
report 15:2,15,17,20 17:24 19:14,15 20:13 23:4 24:10 141:13	response 48:15 65:16 142:10 143:13	roles 69:23	scroll 25:4,5 27:5
reporter 7:9 8:4,6	responses 23:7 24:12, 15 28:15,16 29:23 37:13 40:23 43:16,19 93:24 96:20	roll 3:10,12 44:6	search 9:4,18,20 10:7, 18 29:15,21
reporting 44:25	responsibilities 98:18	roof 129:24	seat 72:23,24
reports 11:3,4,5 141:13	rest 110:19 129:1,2 132:20	room 6:20 31:7 34:13	secondary 112:1
represent 63:11 81:3 86:6	restate 39:22 42:16	rotary 50:20,21,22	seconded 8:6
representation 73:9 77:16,17 98:16	resumes 29:2	rudinely 64:6 74:20 75:24	secret 15:4
representative 15:12 63:22	retainer 109:6 113:15	rules 9:14 14:6 69:1 81:14 84:12 88:2 93:8 126:23	secretary 67:2
represented 80:6,8 81:24	retainer's 111:20	running 89:4 124:3 135:9	Section 25:15 27:6
representing 58:1 63:4 78:5 79:16,17 80:15 81:10,13	retainers 109:7	Russell 4:17 76:10 96:22	Security 48:3
request 4:7 12:25 13:8, 9 17:1 136:10	retired 47:20 49:15,23		seek 88:6
requested 6:10 13:10 125:6	revenue 15:24 16:3,23, 25 17:4		seeking 56:25
requests 56:24			sees 34:6
require 27:18 57:16			select 28:11 36:14,17 42:4 72:20 98:25 126:15
			selected 45:12 130:23
			selection 103:25 129:3
			sell 139:24
			sense 12:23 39:24 40:1 111:2

separate 102:1 122:4	sit 57:24	space 74:23 75:10,11	standard 53:17
September 134:17	sitting 44:3 73:13,18	speak 17:13 23:8 29:10, 18 46:4 47:23 48:1 49:16,17 63:11 83:19,20	standards 88:2
September/october 56:25	situation 29:22 30:6 51:24 52:11 53:1 96:1	speaking 31:1 53:6 59:17	standing 90:24 122:2
serve 69:3	situations 84:13	speaks 118:21	standpoint 69:18
served 73:1 122:12	skills 57:21	special 18:5,7 35:8 77:20 78:17 79:20 86:6 87:8,15 127:6 133:25	staring 105:1
service 16:2 21:23 51:7 52:25 68:4 75:5	sky 51:16	specialist 66:22 67:18 78:7 98:24	start 9:18 11:4 44:11 46:5 48:25 77:13 92:16 106:5 111:3 115:12
services 17:18 18:11, 23 21:6 25:1 27:9 30:8,9 62:3 73:7 85:17 111:14 121:1	slightly 9:21 40:7 112:12	specific 53:20 54:22 61:8,9 63:9 73:10 78:2, 4,13 79:7 86:20 98:19	started 62:7 80:14 111:1 113:24
serving 87:16	slow 96:6	specifically 20:20 63:13 80:6 93:25	starting 16:7 17:5 104:24
set 12:1 28:7 31:22 42:25 137:18	small 126:24	specify 55:1	state 4:4 15:25 32:10 48:16,24 49:1 60:16 67:21 69:5 71:4 72:14 116:24 119:4,5 133:17
shared 27:3	smarter 14:21	speculate 53:10	state-level 69:7
sharing 42:12	Smith 4:17 47:2,7 76:9, 25 79:9 96:22 107:7,13 112:18 117:24 118:11 119:1,9,24 120:3 121:9 122:1	spend 89:5 134:10	stated 5:20 26:25 110:23
Shavitz 63:10,18	snapshot 75:3	spending 20:13,18 21:18 131:14 133:17	statement 5:15,18 6:2 85:6 140:20
ship 82:10 85:20	snarky 140:2	spent 86:18 90:7	statements 7:10 136:9
short 18:1 27:6 30:2 33:15 34:1,8 35:5,7,15, 24	sole 70:7,9 87:6 94:11 126:1	spiel 31:9	States 59:24 63:13
short-listed 27:19	solicited 27:9	spoke 106:6	stating 28:11
shortage 17:15 18:3,8, 11 139:7	solo 29:24 47:17 50:4 57:19 93:25 94:24 95:7, 13 96:7 97:13 99:20	spread 59:23	statistics 16:6
shortfall 16:25	solos 94:1	squad 66:21	status 10:4
show 3:17 12:24 22:10	solutions 72:25	SSI 21:22	statute 31:20
showed 20:13 29:24 115:6	solve 13:4 72:15	St 5:2 18:16 50:12 60:1 61:5,11,14,20 74:14,16 76:23 77:25 80:7 81:7 124:11	stay 19:16 31:7 62:8 71:4 143:9
showing 20:15	solved 68:17	staff 6:5 11:3,4 19:14,15 20:21 21:24 26:1,15 28:14,22 36:14 52:10 60:20 62:16 73:25 76:22 123:7 139:12 140:9 141:12,13 142:8,17 143:3,12	stayed 52:18
sic 82:25	solving 68:16	staff's 142:24	step 31:21 54:2
side 12:23 31:1,3 58:10 61:12 95:1	son 50:12 52:25	staffing 17:15	steps 34:7
sign 84:2	sort 56:16 114:15	stakeholders 4:1	Stetson 90:6,9,10
significant 63:1	sought 87:8	stand 3:5 4:4,12 31:15 40:16 76:18	stiff 14:3
significantly 18:18	sound 140:1		stood 42:22
similar 19:21 81:13 86:16 112:11	sounds 53:1 95:6,7 128:25 135:5 137:11,20 139:20,23		stop 141:11
simple 53:15 56:7	south 50:1 61:12		straightforward 56:15
single 37:12	Southern 56:18		strategic 48:17,19 70:10
sir 75:15	sovereign 87:11		strength 119:9

strengths 111:13	surprised 72:4 92:12	telling 49:12 131:5	time 3:2,24 7:10 14:21
strong 80:13 96:10	survives 117:3	ten 30:3 60:2 86:5	17:21 25:12,18 29:10,
112:23 113:6,8,9 123:24	sustainable 67:12,15	ten-day 128:13	18,20 30:4 31:2 32:12
structure 114:14	switch 108:19	tenants 3:25 17:16	34:2,3 36:14 39:11
student 61:15		term 69:13	42:25 45:18 54:4 55:7,
stumbling 124:20	T	terminal 88:12	10,16 57:17,21 58:2,13
style 77:6 113:15	table 60:4 94:15 113:4	terminate 9:17	71:6 77:6 80:24 81:21
subject 56:10	140:23 141:6	terminating 9:19	82:6,12 85:21 86:18
submission 98:1,2,14,	tabling 140:21	termination 5:17	88:20 89:6,23 90:7 92:5,
15,19	takes 8:18 133:18	terms 28:12 40:11	21 95:2 97:23 98:1,12
submissions 27:5	taking 12:18 14:1,25	93:14 98:21 137:1	102:4 110:12 114:22
31:13 91:24 93:5,10	talent 98:8	that'd 90:2	116:25 123:16 124:24
97:23 98:11	talk 16:15 24:15,17,23	there'll 14:3 139:15	125:6 127:8,25 128:7
submitted 7:14 25:16	30:5 31:5 42:8,9,20 43:3	thing 4:3 5:8 8:21 12:3,	129:10 131:16 136:15,
28:13,24 30:14 33:7	50:4,5 71:17 80:5 81:22	21 14:8 25:1 35:23 41:3	22 137:19 139:12
97:24 98:22 101:24	82:6 102:15,16 117:23	50:19 51:20 68:5,6 69:6	
102:17	119:16 132:19 138:16,	70:21,22 73:19 75:13	timely 26:16
subsequent 7:3,10	24 141:5	88:21 89:17 93:10 102:6	times 48:1 68:23 76:5
139:21	talked 5:18 29:25 37:8	104:13,21 115:2 116:22	89:2
subsequently 18:15	39:8	119:6 125:3 128:5 134:2	timestamp 25:10
143:2	talking 18:8 21:10	143:20	title 89:16
substantial 16:7,22	77:12 78:19 92:16	things 13:20 17:20	today 3:13 14:24,25
113:25	104:12 118:13 119:25	18:24 21:2,3,4,13,24	26:24 30:12,15 32:2,16,
substantive 141:21	talks 26:10	38:23 53:6,10 63:4 65:9	18,21 34:9,19 35:12,15
success 14:11,19	Tammi 4:24 82:25	68:4,15,19,21 69:4,17	36:5,13,16 37:19,20
successful 12:22,23	85:24 86:1 91:4 131:6	70:14 71:7 74:1,25	38:24 39:10 41:14 43:3
sudden 17:8	Tampa 60:3	75:11 77:13 78:16 87:7,	72:3 89:22 91:18 93:12,
suggest 132:18	tap 60:23	10,12 92:16 96:7 109:3,	19 97:21 100:13,19
suggested 40:7	tapes 81:11	18 114:13 118:18,21	101:22,25 103:3,10,15
suggesting 52:6	tasked 143:15	122:7,23 131:3 134:6	121:22 125:11 127:4,10
suggestion 32:13	tax 19:11 119:5	136:14 140:3 143:15	142:5
41:23 105:4	taxi-backs 17:20	thinking 104:13	today's 9:18 11:13
suit 137:8	taxing 119:5	thought 14:13,15	told 90:4
sunshine 26:11 30:22	Taylor 12:7	37:22,23 50:25 58:7	ton 82:20
39:8 42:7,9 45:1 49:19	teach 47:24	77:13 94:10 99:17	tonight 33:16 40:3
52:8 63:2,3 78:19 87:11	team 48:8,23 60:24	100:15 103:7 105:7,9	129:6
102:20	61:7,8 69:11	106:9 118:2,5	top 14:11 15:3 29:17
super 123:24	teams 50:6	thoughts 40:9 51:19	33:16 35:18 41:15 101:6
support 5:15 6:3 48:24	technical 9:12	92:8,10 93:20 94:20,25	104:25
supposed 27:7 55:10	tedious 116:19	105:2	topic 10:1
141:24 142:18		threats 87:22	tossup 90:2
surprise 57:14 59:6		throwing 132:8	touch 29:6
		thwarted 34:12	touch-and-goes 17:19
		till 110:21 132:22 141:3	18:14
		143:23	touching 53:7
			tough 4:2 53:1 115:1
			tour 82:10

tours 47:21	7:13 8:16 10:21 11:22	understood 29:1 53:19	43:8 45:14,19,21,25
tower 5:21 7:12 17:14, 21 18:9	14:15 15:22 16:9,14	69:19	46:12 73:25 91:18 96:19
town 82:2	17:4,12 18:17 19:4,15, 21 24:7 41:10 46:19	unique 57:24 66:22	99:3,11,21 101:22
TPO 82:7	55:15,19 56:5,6,19 57:3	69:23 78:17	102:12,25 107:25
Trace 12:17	65:23,24 74:12,13 75:17	uniquely 67:23	115:11 116:7 125:24
track 55:7	84:24 91:2,3 92:17,18, 19 93:16,18 96:13,14	United 59:24 63:13	127:4,6 128:3 129:20
trade 75:7	100:3,4 105:10 108:7	unnecessary 43:21	130:1,12 141:17 144:9, 10
traffic 17:23	114:7,8,11 121:9,25	unusual 25:23	voted 9:13 32:21 110:18
training 21:12 67:11	124:14 125:20 126:4	unwieldy 39:20	116:1 125:16 144:11
trainings 21:22	127:7,12,13,18,21	up- 12:5	voter 49:19
transactional 83:3	128:4,8,12,16,24	update 16:4 141:15	
transactions 80:1	130:19,20 135:1,24	142:16 143:12	W
89:16	136:6,19	updated 88:1	waffle 91:10
transfer 133:22 136:13	Tucker's 138:5	updates 12:2,7 15:13	wait 6:16 19:13 70:3
137:3 138:9	Turn 3:8	updating 142:9	119:19,21 127:5 133:4,8
transferred 137:2	turnover 134:8	users 113:2	143:23
transferring 135:6	two/three 29:17	usual 38:10	walk 52:2
transformation 49:9, 12,17	type 18:22 125:3 138:3		walked 52:18 72:4
transition 54:2 58:20	typical 137:10	V	Walker 4:21 59:18,20
translated 79:14	typically 34:6 136:7,8, 14	variety 60:8 111:14	62:5,11,13,16,19 63:8, 18,20 64:2,5,9 65:5,20
transparency 25:16	U	vehicles 133:2,7,8	66:9 130:25
27:24	U.S. 56:12 61:22	134:12 135:13,15 136:1	wanted 14:8 16:4 36:19
Trask 4:24 47:2,7 85:24	UH-60 50:24	vendor 21:1	42:19 54:24,25 55:22
86:2 96:23 107:7,8,14, 15 112:18 119:18 123:5, 20 124:15	Uh-huh 25:21 35:13	venture 75:2	71:5 77:13 96:1 97:15
treat 30:17	43:23 70:18 77:3 95:5	versed 81:15	98:8,22 102:6 125:15
tremendous 17:8	100:23 102:19,21 105:2	versus 17:6 19:25	134:7 136:25 137:5
tremendously 96:7	106:14 107:3	109:6	wanting 15:25
trip 76:8	Ukrainian 51:16	veteran 47:21 80:5	wash 112:22
trouble 120:8	unable 21:2,3	village 8:18	Washington 63:10,17
troubling 30:20 123:14	unanimous 46:20	Vinny 12:11,13 64:2	124:4
trucks 139:24,25	130:21	violated 39:7 87:23	watch 81:11
true 6:2 77:6 101:11,14	unaware 5:19	visit 75:25	water 13:23,24
113:19	uncomfortable 30:4	voice 72:21	ways 114:18
Trump 48:2	understand 33:8 44:6	volumes 118:21	wear 14:4
trust 58:15	56:21 58:21 67:20,22	volunteer 69:16	website 80:23
Tucker 3:19,20 6:11,13	69:14 71:23 72:12 75:16	volunteering 67:15	websites 40:24
	93:16 96:21 101:8 106:5	volunteers 81:18	week 60:2 127:7 128:6, 11,16
	128:4 136:19	vote 7:22,25 9:13,24	weekend 13:25
	understanding 21:12	23:10,12,14 32:16 42:11	weeks 13:22 50:15
	53:24 68:25 72:17		127:7
	84:11,14		

West 60:1 62:25 63:1	workshop 37:25
wetland 61:4	worlds 97:17
Wheels 12:22 14:7,10 140:6	Worley 16:13,15 17:11 22:22 139:3
Whichever 105:1	worst 122:9
White 48:3	worth 104:1
whittle 92:20 96:14	Wow 71:13
whittling 93:1	wrangling 48:10
whomever 72:19 74:4 98:25	wrestling 38:9 39:11
wide 62:3 111:14	write 48:13,14
wife 50:11	writing 42:12 70:23
willingness 68:22	written 31:13
win 121:5	wrong 85:25
wing 50:22	
Wings 12:22 14:7,10 140:6	Y
wired 83:25 84:5	year 9:24 16:4,18 17:6, 7,10 20:10,23,24 21:5 48:8 76:6 123:15 134:20 136:17 142:12
wishes 46:7	year-to-date 17:6
withdraw 83:25 84:5, 14,20	years 58:13,18 61:21 71:11 79:10,12,13 83:24 84:4 86:8 87:1,9,19 88:5 121:11,12 122:21
withdrawing 51:14	yesterday 56:2
withdrawn 117:5	York 60:14 80:19
wondered 50:18 90:15	you-all 28:2
wonderful 78:21 90:1 131:18	
word 40:21	Z
work 68:20 70:25 71:8, 10 74:4,21 75:4,15 83:3 86:4 89:16 91:11 97:15 109:20 112:21 114:21 120:20 121:12 122:6 123:10 124:1,5,8,16 127:19 129:24	Zoom 73:21 74:1
worked 48:7,22 66:25 69:12,13 72:11,12 83:23 89:2 118:8,9	
working 49:21 69:15,20 73:25 74:3,19 77:19 79:12 81:16 86:18 88:25 89:1 125:10 136:8	
works 107:11	