

ST. JOHNS AIRPORT AUTHORITY

Regular Meeting

held in The Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Monday, November 18, 2024

from 4:00 p.m. 6:55 p.m.

\* \* \* \* \*

BOARD MEMBERS PRESENT:

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

\* \* \* \* \*

ALSO PRESENT:

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

COURTNEY PITTMAN, Interim Executive Director.

\* \* \* \* \*

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

2 CHAIRMAN LUDLOW: Hey, everybody. Thank you  
3 for coming. I'm glad to see more -- hi, Mark.  
4 Glad to see more people here. We were getting down  
5 to two or three people and I thought, wow, nobody  
6 cares about what we're doing. So, anyway, I'm glad  
7 you're here. Would you please stand for the  
8 pledge?

9 (Pledge of Allegiance.)

10 CHAIRMAN LUDLOW: Thank you. This is going to  
11 be fun, y'all; I left all of my notes at home.  
12 Hey, but I did okay with no notes there, didn't I?  
13 When we did the groundbreaking, I didn't have any  
14 notes and I did it kind of getting better. Okay.  
15 We had the Pledge.

16 We have -- let's see. Do we have a quorum?  
17 We have Michelle Cash-Chapman is here.  
18 Dennis Clarke is here. Bob Olson's here. And  
19 Jennifer Liotta is here and I'm here. So we have a  
20 full house today. We definitely have a quorum.

21 MINUTES APPROVAL

22 CHAIRMAN LUDLOW: So the first thing we have  
23 on the agenda is the minutes approval, and we have  
24 four of them. We have an August workshop meeting.  
25 We have a September 9th board meeting.

1       September 9th budget meeting, right. And then  
2       September 23 second budget meeting.

3               So, has anybody -- did everybody go through  
4       all those and mark them?

5               MR. OLSON: It was a slug.

6               MS. LIOTTA: I did not. And, you know, I just  
7       received the -- like to note that I received the  
8       minutes review on a Saturday afternoon only two  
9       days prior to this meeting.

10              Given the limited time frame, I believe it'd  
11      be prudent to defer approval of the minutes to our  
12      next meeting to allow all board members sufficient  
13      time to review them thoroughly, ensuring that we  
14      have adequate time to examine meeting records  
15      important for accuracy and transparency.

16              CHAIRMAN LUDLOW: Okay.

17              MR. OLSON: I second that motion.

18              MS. LIOTTA: Yeah. Additionally, I understand  
19      that Florida Statutes 120.525 requires agendas and  
20      materials to be prepared in time to allow them to  
21      be received at least seven days before a meeting.

22              I would like to ask general counser -- general  
23      counsel, Mr. Blocker, to confirm whether providing  
24      these materials only two days ahead of time aligns  
25      with that requirement and whether adjustments to

1       our process might be needed to make ensure  
2       compliance.

3               CHAIRMAN LUDLOW:  It really isn't necessary,  
4       since we all agree with you.

5               MS. LIOTTA:  I had a question for general  
6       counsel.

7               CHAIRMAN LUDLOW:  Oh.

8               MR. BLOCKER:  Yes, ma'am.  Through the Chair.

9               CHAIRMAN LUDLOW:  She has a question for  
10       general counsel.

11              MR. BLOCKER:  Yes, ma'am.

12              Mrs. Liotta, I do believe seven days is what  
13       the statutory requirement is.  So I will, if the  
14       board will allow, work with Mr. Pittman and we'll  
15       work together to make sure these materials are  
16       provided in a timely manner consistent with the  
17       statute.

18              MS. LIOTTA:  Thank you.

19              CHAIRMAN LUDLOW:  No problem.  I think that's  
20       a great idea.  Darn, I could have saved a lot of  
21       time.  I went through and yellow highlighted them.

22                              AGENDA APPROVAL

23              CHAIRMAN LUDLOW:  Okay.  So do we have -- do  
24       we have agenda approval?  Can I have a motion and  
25       a -- thank you for the motion and thank you --

1 MS. LIOTTA: I have two items.

2 CHAIRMAN LUDLOW: Okay. Ms. Liotta, what are  
3 your two items?

4 MS. LIOTTA: First, I'd like to make a motion  
5 to add a very short agenda item as the first order  
6 of business, and that is a statement to be provided  
7 by myself on conflicts of interest. Given in  
8 particular the east area item of business on  
9 today's agenda, I think addressing this at the  
10 outset will ensure any relevant conflicts are  
11 correctly disclosed and documented.

12 CHAIRMAN LUDLOW: Are those two items?

13 MS. LIOTTA: That's the first. I don't want  
14 to pile on -- maybe break it into two.

15 CHAIRMAN LUDLOW: No, go ahead with the  
16 second, please.

17 MS. LIOTTA: Actually, I think since I made a  
18 motion, does that need to be -- do we need to go  
19 through the process on that first? I just don't  
20 want to get things confused.

21 CHAIRMAN LUDLOW: Do I have a first and second  
22 motion?

23 MR. OLSON: I second the motion.

24 CHAIRMAN LUDLOW: Okay. We have a first and  
25 second motion to add Ms. Liotta's comments or

1 statements of conflict onto the agenda added.

2 That's wonderful.

3 Okay. Your second agenda change?

4 MS. LIOTTA: Well, again, I just don't want  
5 to -- this to get confused, so I think now we have  
6 to take that item up and discuss it and then vote  
7 on it.

8 CHAIRMAN LUDLOW: Can -- we have a first and a  
9 second. So we do have board -- I guess we don't  
10 need public comment for that? We have board  
11 discussion.

12 MR. BLOCKER: If I can just. I believe,  
13 because we're still setting the agenda, I think  
14 that agenda [sic] would be added to the agenda, but  
15 we still have to approve the agenda as amended  
16 before we go into --

17 MS. LIOTTA: Okay. So that -- I'm just not  
18 sure on the process here and I don't -- okay. So  
19 we -- if I -- if it's okay for me to go on to the  
20 second item, I can -- I can definitely do that.

21 MR. BLOCKER: Absolutely. And the Chair would  
22 have to -- have to call for the agenda as  
23 amended --

24 MS. LIOTTA: Okay.

25 MR. BLOCKER: -- with those amendments.

1           MS. LIOTTA: All right. The second one is to  
2 add an agenda item on the -- make sure I say this  
3 right -- the election of officers and committee  
4 assignments for 2025.

5           And specifically, in reviewing our meetings  
6 and conduct policy for Airport Authority meetings,  
7 I note that there is an entire section on how that  
8 is to be done, and I also understand that we didn't  
9 really quite follow that this year for 2024, and I  
10 think it would be good to get clarity.

11          And I think really that was probably just an  
12 oversight on our collective part, but because of  
13 that, I think it would be good to get clarity on  
14 what process we intend to follow and then have a  
15 vote on that.

16          CHAIRMAN LUDLOW: Are you making a motion?

17          MS. LIOTTA: Yes, I'm making a motion to add  
18 that election of officers and committee assignments  
19 for 2025 to the agenda.

20          CHAIRMAN LUDLOW: Okay. Well then, we have --

21          MR. OLSON: We're still -- you're still  
22 receiving member amendments to our --

23          CHAIRMAN LUDLOW: Okay.

24          MR. OLSON: I am -- I am thinking, and depends  
25 on board discussion, but to me, it seems better



1       sense to move Item 1, which involves discussion of  
2       a specific lease to a specific entity, to happen --  
3       to be placed after the discussion, the broader  
4       discussion of lease policies for the east area. I  
5       don't know if others feel that way.

6               CHAIRMAN LUDLOW: Well, you mean, the -- not  
7       the resolution. Yeah, you do mean --

8               MR. OLSON: The Rooms To Go ground lease  
9       coming after the discussion about lease policy for  
10      the east area.

11              CHAIRMAN LUDLOW: Oh, okay. So -- and that is  
12      the resolution you're talking about?

13              MR. OLSON: It seems to make sense to me.

14              CHAIRMAN LUDLOW: Do I have any discussion on  
15      that? That is what he's talking about. You're  
16      talking about east area development, and that is  
17      the Resolution 2024-13.

18              MR. OLSON: Right.

19              CHAIRMAN LUDLOW: And that is a policy change,  
20      and you want that after --

21              MR. OLSON: Well, I'm interested -- if other  
22      board members don't think it's important to change,  
23      then I'm fine leaving it where it is. But I'm  
24      drawing attention to it because it seems it might  
25      be out of order -- out of chronological order --

1 CHAIRMAN LUDLOW: Okay.

2 MR. OLSON: -- or whatever -- logical order.

3 CHAIRMAN LUDLOW: Discussion?

4 MR. CLARKE: I don't know that they're, you  
5 know, intertwined necessarily. I think we could  
6 talk about the -- I think the Resolution 2024-13  
7 sets a -- a broad or it gives the executive  
8 director broad authority to do what we've been  
9 planning to do for a year or more, and that is  
10 develop the east side. And that --

11 MR. OLSON: Well, it's --

12 MR. CLARKE: -- would be independent of the --  
13 any specific lease. I don't think it matters, but  
14 whichever.

15 MR. OLSON: So, I -- you know, if there's no  
16 other board discussion, leave it where it is,  
17 because apparently we have different feelings about  
18 that, and I'm -- I'm not strong about it either  
19 way.

20 MR. CLARKE: I just have a comment on  
21 Ms. Liotta's election of officers. I think that's  
22 a good suggestion, although I think it would be  
23 better if we did that in the December meeting to  
24 get clarification, rather than --

25 MS. LIOTTA: Well, the policy as written

1 requires action be done in November --

2 MR. CLARKE: Oh, it does? Okay.

3 MS. LIOTTA: -- and votes taken in December --

4 MR. CLARKE: Well then, let's do it.

5 MS. LIOTTA: -- so I think we really need to  
6 decide now what process. Would be -- would be good  
7 for the board to take it up.

8 MR. OLSON: Oh, votes -- votes are not taken  
9 by the new board, they're taken by the old board?

10 MS. LIOTTA: Per -- per our policy.

11 MR. OLSON: Oh, that's interesting.

12 MS. LIOTTA: Which I recognize we didn't do  
13 this calendar year. So if the board wants to  
14 deviate from pol- -- and I think that was not  
15 intentional, that deviation from policy, but if  
16 we're going to deviate, I think it would be best if  
17 we knowingly do that.

18 MR. OLSON: Yeah. Okay. Yeah, I understand  
19 now.

20 MR. CLARKE: Well, thank you for the  
21 clarification. Then I stand corrected.

22 CHAIRMAN LUDLOW: Okay. So -- so do you want  
23 to change -- have an agenda change or are you going  
24 to leave it --

25 MR. OLSON: No, I'm going to leave it, based

1 on thoughts of others.

2 CHAIRMAN LUDLOW: Okay. So, we have two  
3 agenda changes, and one would be a statement from  
4 Ms. Liotta and the second one would be add election  
5 of officers meeting and conduct. And so, like,  
6 where should I add those, at the end? I mean, I --  
7 you want your statement now, I presume.

8 MS. LIOTTA: Because it might touch on  
9 other -- the east area item, agenda item. I don't  
10 have a strong --

11 CHAIRMAN LUDLOW: Fine. We can --

12 MS. LIOTTA: -- preference for where the  
13 election item goes.

14 CHAIRMAN LUDLOW: We'll do both of your things  
15 first, if that's what you want. Let's see.

16 Okay. So, after we do agenda approval,  
17 then -- then before we start that, I would like to  
18 have the partner -- business partner updates so  
19 they don't have to -- if they don't want to, they  
20 don't have to sit through all of our paperwork.

21 MS. LIOTTA: Okay. So, I -- I agree. If --  
22 I'm not trying to put business in front of them, if  
23 they -- to give them flexibility to leave if they  
24 want.

25 CHAIRMAN LUDLOW: It'd be nice.

1 MS. LIOTTA: So I guess slightly amend my  
2 request to say, to make the statement as Item 3 and  
3 then the election of officers and committee  
4 assignments to be Item 4, and then everything else  
5 just gets pushed down?

6 CHAIRMAN LUDLOW: I'm sorry. You guys don't  
7 have an agenda. We should make sure you do from  
8 now on. I have my...

9 MS. LIOTTA: Oh, I apologize. I missed a page  
10 on the agenda. The business partners is actually  
11 not numbered. So Item Number 1 would be  
12 Rooms To Go.

13 MR. PITTMAN: Uh-huh.

14 MS. LIOTTA: So that would be -- sorry about  
15 that. My request is to amend the agenda to make  
16 new Item Number 1 the statement and new Item Number  
17 2 to be the election.

18 CHAIRMAN LUDLOW: Okay. Well, Item Number 1  
19 goes with the -- with the resolution he was talking  
20 about.

21 MS. LIOTTA: I see Rooms To Go ground lease  
22 after business partner updates and the consent  
23 agenda item, regular agenda Item Number 1 and 2.  
24 And if there's a resolution that goes with the  
25 Rooms To Go ground lease, we would take that up

1           when we take up that -- that lease.

2           CHAIRMAN LUDLOW:   Well --

3           MS. LIOTTA:   It won't go away.

4           CHAIRMAN LUDLOW:   -- I would like to -- I  
5           would like to defer the election of officers from  
6           today.

7           MS. LIOTTA:   I don't think we can, because  
8           then we -- because the -- the reason I'm bringing  
9           it up now is because our current policy states that  
10          there has to be activity done this month and a vote  
11          taken next month.

12          So we can't defer without violating our  
13          existing policy.   So if we're going to follow our  
14          existing policy, I think we need to determine that  
15          at this meeting to give staff time to do the work  
16          that's set forth in the policy.

17          CHAIRMAN LUDLOW:   Then I would like to bring  
18          up a motion to amend the policy.   Does anybody --  
19          would anybody else agree with that, that this is a  
20          little --

21          MS. LIOTTA:   Well, I think that's --

22          CHAIRMAN LUDLOW:   -- premature to do this?   We  
23          have a full -- we have a terribly full agenda and I  
24          think the election of officers should be moved to a  
25          later date.

1 MS. LIOTTA: I think we -- I appreciate your  
2 point of view --

3 CHAIRMAN LUDLOW: Think we should vote on  
4 that?

5 MS. LIOTTA: -- but we can bring that to a  
6 vote and the board can discussion decide and I'm  
7 happy to abide by what the board decides.

8 CHAIRMAN LUDLOW: Okay. Then -- so we have to  
9 decide if we're going to do the election of officer  
10 discussion --

11 MS. LIOTTA: And to be clear, by adding it as  
12 an agenda item, I am not saying what the  
13 determination should be. I just think the board  
14 should take it up for a vote as to what to do,  
15 whether to follow --

16 CHAIRMAN LUDLOW: Okay.

17 MS. LIOTTA: -- our policy or do something  
18 different.

19 CHAIRMAN LUDLOW: Okay. Well, I'm saying we  
20 should defer. And so, we have to vote on this --  
21 yes?

22 MR. BLOCKER: Well, Madam Chair, it might be  
23 helpful -- because there may be some confusion  
24 about the policy and voting.

25 So, my understanding in having just -- you

1       know, we have the policy pulled up here. May I  
2       give a brief explanation? Because this may help  
3       clarify what -- what's going on.

4               CHAIRMAN LUDLOW: Yes.

5               MR. BLOCKER: So the way the policy reads, if  
6       I can, [as read]: "The executive director shall  
7       solicit a statement of interest from each member  
8       relative to officer and committee participation  
9       approximately 30 days prior to the last scheduled  
10      Authority meeting of each calendar year. Normally  
11      this process is expected to occur in November of  
12      each calendar year, but may be adjusted to  
13      generally comply with the agreed-upon meeting  
14      schedule."

15              So today y'all would not be voting on --  
16      because you have a new board member that would be  
17      taking. But I think what's maybe -- maybe  
18      something that y'all could consider discussing is,  
19      if there's interest, you know, let the -- let the  
20      executive director know what y'all's interest is,  
21      that you will comply -- comply -- you know, make  
22      sure he compiles a list of that.

23              And then also you want to talk to the incoming  
24      board member and find out what their interest is  
25      for committee assignments and then report back to



1 the board before your December meeting. That might  
2 help clarify this.

3 CHAIRMAN LUDLOW: Yes. I -- I think that's a--  
4 I think that's a great idea. I mean, we're kind of  
5 blindsided with this, I can tell you that. So  
6 then, we should have Courtney look into this, but  
7 do we have to vote to -- we don't?

8 MR. BLOCKER: No, ma'am, not -- so there's no  
9 necessary voting today.

10 CHAIRMAN LUDLOW: Okay.

11 MR. BLOCKER: What -- what may be a step that  
12 was missed here is that normally, according to the  
13 policy, the staff would reach out to board members,  
14 solicit their input, you know, see who's interested  
15 in what position and then provide that in a final  
16 format during the December board meeting for the  
17 board to take action on as far as appointments.

18 So because, you know, we're kind of moving  
19 along here at a quick pace, what might make sense,  
20 Madam Chair, if you and the board would allow, is  
21 maybe just to provide interest in whatever  
22 committees to Mr. Pittman. That way, he can  
23 prepare it per the policy within 15 days of the  
24 December meeting, which, you know, we're close to  
25 now, and that way we can make sure that we are

1 providing that.

2 CHAIRMAN LUDLOW: I think that's an excellent  
3 idea. So anybody on the board that would -- you  
4 know, has ideas or discussions or thoughts on it,  
5 if everybody would just present them to the interim  
6 direct -- executive director and then bring this up  
7 again after he has time to --

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

9 CHAIRMAN LUDLOW: Yes.

10 MS. CASH-CHAPMAN: So in previous years, staff  
11 would send us --

12 CHAIRMAN LUDLOW: We can amend at any time.

13 MS. CASH-CHAPMAN: Yeah, yeah. But the staff  
14 would send us the list of what the options were and  
15 what -- what was entailed in that.

16 CHAIRMAN LUDLOW: Okay.

17 MS. CASH-CHAPMAN: So if we're going to -- it  
18 would help if we could find something similar to  
19 that --

20 CHAIRMAN LUDLOW: Yes.

21 MS. CASH-CHAPMAN: -- especially because we  
22 have a new board member coming on --

23 CHAIRMAN LUDLOW: Yes.

24 MS. CASH-CHAPMAN: -- so that they can kind of  
25 study that, too, and see what the interest is.

1           CHAIRMAN LUDLOW: Right. Yeah, I agree. But,  
2           you know, I never remember this in November. I  
3           remember in January, we would choose our -- our new  
4           officers, like president and secretary, and then we  
5           would -- and then we would go through the committee  
6           selection. That was January, as far as I know.

7           MS. LIOTTA: That's why I --

8           CHAIRMAN LUDLOW: So will you please --

9           MS. LIOTTA: That's -- sorry.

10          CHAIRMAN LUDLOW: Will the board -- does the  
11          board agree to let the -- to get our thoughts in to  
12          the executive director and let the executive  
13          director bring this up in December --

14          MS. LIOTTA: No.

15          CHAIRMAN LUDLOW: -- when we've all had time?

16          MS. LIOTTA: Sorry. No, because I would  
17          simply look --

18          CHAIRMAN LUDLOW: I want to amend the policy.

19          MS. LIOTTA: Then I would ask that we put it  
20          on the agenda as what -- which was my original  
21          request, that we put it on the agenda for  
22          discussion and a vote as to what process we are  
23          going to do if we're not going to follow the  
24          policy. I think it's good.

25          If we're going to deviate from our policy or

1 change our policy, that's fine, but I think it  
2 should be done by board vote so that there's  
3 clarity and finality and so we're not wondering  
4 from meeting to meeting, are we following the  
5 policy? What are we doing? Especially something  
6 as important as the elections of officers.

7 CHAIRMAN LUDLOW: We don't have the policy and  
8 can look at it -- look it up on our own. We'll all  
9 adults. So, do I just add that to the December  
10 agenda, then --

11 MS. LIOTTA: No, what -- what --

12 CHAIRMAN LUDLOW: -- for discussion?

13 MR. BLOCKER: Well, what I believe Board  
14 Member Liotta had requested be on -- an agenda item  
15 today, Madam Chair, so y'all can have further  
16 discussion about this agenda item -- I just want to  
17 clarify and make sure --

18 CHAIRMAN LUDLOW: Okay.

19 MR. BLOCKER: -- that there is no voting  
20 today.

21 CHAIRMAN LUDLOW: Okay. This is the agenda  
22 item for today. And -- and so -- so she has -- we  
23 have to say now whether we're going to put it on  
24 December. Yeah.

25 MR. BLOCKER: Madam Chair, if I understand

1        what the request was from the board member, I  
2        believe it was to make it an -- add it to the  
3        agenda today for discussion.

4                So y'all would -- if the -- if the board votes  
5        to amend the agenda, to approve the agenda as  
6        amended, then this would be an item for further  
7        discussion as far as the policy, this policy.

8                CHAIRMAN LUDLOW: Okay. Well, I understood  
9        her to say that she would be willing to give us  
10       some time to get our -- to go over the policies for  
11       the rest of the board and then submit our questions  
12       and answers or whatever to the executive director  
13       and then vote on this in December.

14               MS. LIOTTA: What I'm -- what I'm asking for,  
15       I'm sorry if there's any confusion, is an agenda  
16       item to go over what process we are going to use to  
17       do the elections of officers.

18               As I see it we have two choices. We follow  
19       the written policy, which would require a vote to  
20       be taken next month, or we do something different,  
21       and then we vote on that something different and  
22       say, well, next year we're going to do this other  
23       thing. And so we leave this room today knowing  
24       what process is going to be used for these  
25       elections.

1           CHAIRMAN LUDLOW:   Okay.

2           MS. LIOTTA:   So, that's -- that's the request  
3   for the agenda item and ultimately --

4           CHAIRMAN LUDLOW:   Okay.

5           MS. LIOTTA:   -- a vote today.   It's just what  
6   process.

7           CHAIRMAN LUDLOW:   So you're happy with -- with  
8   the agenda change for putting your statement first,  
9   right?   And then, Number 3, your statement.   And  
10   then for the discussion on the election of  
11   officers, then I would like to amend the policy and  
12   not change the agenda to add that today.   I would  
13   like to add that as an agenda item for December.

14          MS. LIOTTA:   With -- I think that defeats the  
15   purpose of doing the agenda item today, which is  
16   what I'm seeking, is clarity --

17          CHAIRMAN LUDLOW:   Then we should vote maybe.

18          MS. LIOTTA:   If we do --

19          CHAIRMAN LUDLOW:   We'd have to vote on the --

20          MS. LIOTTA:   If we put it on the agenda item  
21   as a -- as something to discuss, we absolutely can  
22   take a vote, and it may -- the board may very well  
23   decide that holding the elections in January in  
24   2025 is the preferred route -- which is not in line  
25   with the policy, but if that is what the board

1           wants to do, I think we just need clarity on what  
2           we're doing.

3           I think in general, we should be adhering to  
4           policy when -- when we're aware of it. I think  
5           last year we just weren't aware of it. Happy to  
6           abide by what the board decides, but that's why I'm  
7           just seeking it to be an agenda item for clarity.

8           MR. CLARKE: Madam Chair, I have a question  
9           maybe for our counsel. Are we talking about  
10          electing officers for next year in December? Is  
11          that what --

12          CHAIRMAN LUDLOW: We've never done that.

13          MR. BLOCKER: Correct.

14          MS. CASH-CHAPMAN: So --

15          MR. CLARKE: We have -- but we have a new  
16          board member coming on in January.

17          MS. LIOTTA: Yes, and --

18          MR. CLARKE: And those -- the election of  
19          officers normally occurs as the first meeting of  
20          the -- of the new sitting board.

21          MS. LIOTTA: Well, I --

22          MR. CLARKE: You know, I don't believe we  
23          should -- this board should impose the will of who  
24          is -- occupies what office --

25          MS. CASH-CHAPMAN: But I think --

1 MR. CLARKE: -- and tie up the next board.

2 MS. CASH-CHAPMAN: Well, first of all, I think  
3 what we're getting into is the actual agenda item  
4 that Ms. Liotta was trying to add to this. So if  
5 we just agree to put it on the agenda and then we  
6 can finish this discussion when we get to it, we  
7 might be able to get through some of our other  
8 things --

9 MR. CLARKE: Good idea.

10 MS. CASH-CHAPMAN: -- if that make sense --

11 MR. CLARKE: Yes.

12 MS. CASH-CHAPMAN: -- if we could do that.

13 MR. CLARKE: I'm confused.

14 MS. CASH-CHAPMAN: That's what I would vote  
15 for, if we're taking a vote.

16 CHAIRMAN LUDLOW: Okay. So our -- our agenda,  
17 as suggested, would have our -- still -- we could  
18 have business partner updates. Then we would have  
19 our Rooms To Go. Oh -- and you let that go. Then  
20 we'll have the resolution. And then we would have  
21 the -- Ms. Liotta's statement. And then Number 4,  
22 she wants the discussion on election of officers.

23 MS. LIOTTA: Well, I'd actual -- since we've  
24 already sort of started getting into the merits of  
25 the agenda item, it may actually be better to do my



1 statement as the first regular agenda item, the  
2 election of officers as the second regular agenda  
3 item. That way, it's just done and we don't have  
4 to revisit it later and try to remember. It's kind  
5 of fresh in everyone's mind right now, so I think  
6 it makes sense to just put it up higher to get it  
7 dealt with.

8 CHAIRMAN LUDLOW: Okay. So Ms. Liotta is  
9 suggesting that we change the agenda to have our  
10 Number 1 agenda item to be Rooms To Go. She would  
11 like --

12 MR. OLSON: No. Conflict of interest  
13 statement.

14 MS. LIOTTA: Number 1 --

15 CHAIRMAN LUDLOW: To be 1?

16 MS. LIOTTA: -- regular agenda item to be --

17 MR. OLSON: Yes.

18 MS. LIOTTA: -- my brief statement. I promise  
19 it is brief. And Number 2, to be the election of  
20 officers.

21 CHAIRMAN LUDLOW: So you want to move  
22 everything down. You want all of your stuff first  
23 and then move the others down; is that right?

24 MS. LIOTTA: Yes.

25 MR. OLSON: Yes.

1           CHAIRMAN LUDLOW: 1, 2, 3?

2           MS. LIOTTA: I think because we've already  
3 started talking --

4           CHAIRMAN LUDLOW: Is that right?

5           MS. LIOTTA: -- about the elections so much,  
6 it would make sense to bring it up so that we're  
7 not trying -- it's all fresh in our minds.

8           CHAIRMAN LUDLOW: Okay. That's fine. I mean,  
9 I don't have a problem with that as long as you  
10 clarify it again. So you want to make your  
11 statement first, and then you want your election of  
12 officers discussion second, and then we can go to  
13 the regular agenda for three.

14          MS. LIOTTA: That is the request, yes.

15          CHAIRMAN LUDLOW: Would -- can I hear some  
16 more board discussion? Does everyone agree to  
17 that? Or do I -- I don't vote. I just ask for  
18 agreement.

19          MR. BLOCKER: No, ma'am. So, Madam Chair, if  
20 there's a -- if there's a -- if you would ask if  
21 there's a motion to approve the agenda as amended,  
22 there would a second.

23          CHAIRMAN LUDLOW: But -- so I have it in the  
24 right order, okay, so -- at least. Okay. So I was  
25 going to say, any additions or corrections to the

1 agenda? We have two additions and cor- --  
2 additions to the agenda, so I need to have the  
3 agenda approved -- approved as amended.

4 MR. OLSON: So move.

5 MS. CASH-CHAPMAN: Second.

6 CHAIRMAN LUDLOW: So I have a first and a  
7 second. So the agenda is approved with the  
8 amendments.

9 MS. CASH-CHAPMAN: We have to vote.

10 CHAIRMAN LUDLOW: And so the -- we vote on  
11 that. All right. So everyone in favor, please say  
12 aye.

13 MR. OLSON: Aye.

14 MR. CLARKE: Aye.

15 MS. LIOTTA: Aye.

16 MS. CASH-CHAPMAN: Aye.

17 CHAIRMAN LUDLOW: Aye. Anyone opposed?

18 (None.)

19 CHAIRMAN LUDLOW: Nay. All right. The agenda  
20 is approved with the amendments.

21 BUSINESS PARTNER UPDATES

22 MR. CLARKE: Business partners.

23 CHAIRMAN LUDLOW: Business partner updates.

24 Thank goodness.

25 Now, let's see. Henry, we're going to wait on

1       you, if you don't mind. So I'm going to go from  
2       bottom up today. So, Reid Deputy, would you like  
3       to have the business partner update? Do you have  
4       anything to say?

5               MR. DEPUTY: I'm happy to be mute today.  
6       Thank you.

7               CHAIRMAN LUDLOW: Thank you. Nate McKendrick,  
8       happy to see you.

9               MR. MCKENDRICK: Thank you. Happy to be here.  
10      Nothing to add here.

11              CHAIRMAN LUDLOW: Thank you. Jose Riera?

12              MR. RIERA: Oh, yes. Thank you, very much.

13              On behalf of SAAPA, a few things.  
14      Young Eagles was a success. We had 52 flights, so  
15      that was a good thing we did. Wings n' Wheels,  
16      apparently we have started the planning to do that.

17              There was a question about a seaplane base,  
18      and I'd like to ask the board and see how is the  
19      seaplane? Is it operating? Is it -- is it  
20      working? And the other thing was, as people were  
21      saying, and this all ties to the community, why  
22      don't we have a seaplane event, which we used to  
23      have years ago? We don't have anymore. So that's  
24      for consideration.

25              The last item, it's not really a report, but a

1 request. Now that we no longer have a TSA  
2 jurisdiction on the airport, when we have the  
3 social events on the first Friday and our SAAPA  
4 meeting on the second Friday and our QB meeting on  
5 the first Tuesday of the month, I'd like to suggest  
6 that whenever we have a line of five different  
7 cars, if we all know who they are, the first person  
8 lets them entry, let's everybody in, and the last  
9 person closes the gate, instead of going one at a  
10 time, open-close, open-close, open-close. I'd like  
11 to see if that can be done only for those events at  
12 the moment. Because we know the people that are  
13 behind. You know, if we don't know the people, we  
14 won't let them in.

15 But we, as airport safety guys, you know, if  
16 we know the five guys behind me, you know, I can  
17 let them in and I'll be responsible for that,  
18 perhaps, or the first and the last person. That's  
19 something for consideration. Other than that, no  
20 other updates. Thank you.

21 MR. PITTMAN: Madam Chair may I speak to?

22 CHAIRMAN LUDLOW: Yes, please. Thank you,  
23 Jose.

24 MR. PITTMAN: I'd like to speak to two of the  
25 things that you mentioned.

1           So you kind of jumped the -- got me before I  
2       could make the presentation. So December 1st,  
3       we're plan on rolling out the power gates to where  
4       they'll be motion-sense. You already have the  
5       equipment there, so when you pull up to the gate,  
6       it will automatically open; you won't have to do  
7       your wipe badge on exiting. And so, we're going to  
8       roll out a whole new policy. Like you said, we no  
9       longer have TSA. So we'll be coming out with some  
10      new guidance in reference to how that will be  
11      handled. It will be similar to what you see at  
12      Gainesville. It will be the same thing, like I  
13      said. Just the last person out just be responsible  
14      for making sure that the gate closes behind them.  
15      But, yes, we're going with the power gate.

16           Seaplane ramp. All right. Seaplane ramp is  
17      still open; it just hasn't been used in years. And  
18      so, yes, we still have the forced lanes that go  
19      into the seaplane ramp. People don't realize that  
20      in the water there are runways, but that are  
21      depicted that go into the seaplane ramp.

22           So, yes, the seaplane ramp is active. And I  
23      would love to entertain a conversation about doing  
24      a seaplane event. That would be awesome. That  
25      would be great thing to have. One, it would give

1       the air traffic controllers in the tower the  
2       opportunity to work it, because a lot of them  
3       haven't experienced it, and I think it would be a  
4       great thing for the airport to see and have those  
5       aircraft come. Thank you, Madam Chair.

6               CHAIRMAN LUDLOW: And I'd like to see that,  
7       because we had a very successful seaplane event. I  
8       think we had like eight or ten Lake airplanes come  
9       in. I find the biggest hindrance to them coming in  
10      here is the brackish waters, and they have to go  
11      home and clean their planes on the bottom, so...

12             But it was done, so it definitely can be done  
13      again. That's a great idea. We might just put you  
14      in charge of that, Jose.

15             MR. RIERA: I'm happy --

16             CHAIRMAN LUDLOW: Next thing you know --

17             MR. RIERA: -- to do it if that brings them  
18      all in.

19             CHAIRMAN LUDLOW: That's a great idea. Thank  
20      you. And, Vinny? Is Vinny here --

21             MR. PITTMAN: No.

22             CHAIRMAN LUDLOW: -- Vinny Beyers? Okay.

23             MR. PITTMAN: Madam Chair, he stated earlier  
24      this morning that he wasn't going to be able to  
25      make it today.

1           CHAIRMAN LUDLOW: Oh, okay. Thank you. And  
2           so, now we have Mr. Henry Dean. So, Mr. Dean, why  
3           don't you -- do you have a report for us?

4           COMMISSIONER DEAN: Sort of.

5           CHAIRMAN LUDLOW: Sort of.

6           COMMISSIONER DEAN: Sort of a report.

7           CHAIRMAN LUDLOW: Okay.

8           COMMISSIONER DEAN: Obviously, this is my last  
9           meeting. In fact, this is my last day in my  
10          eight-year tenure. I check out at 5 p.m., so I  
11          just caught you right under the wire.

12          And I didn't want to miss the opportunity to  
13          come one last time because I've really really  
14          enjoyed over the eight-year period -- I was  
15          appointed my first year in office to be the liaison  
16          for the Airport Authority board along with other  
17          appointments, and I really have learned a lot.

18          I hope I've helped some with the liaison role  
19          that I am supposed to play with -- hopefully with  
20          economic development. And I've tried to keep the  
21          staff -- our staff informed with your staff and  
22          with individual board members.

23          I see this -- I see the future very bright, by  
24          the way. The partnership between the County and  
25          the Airport Authority just continues to grow



1 stronger. I think we have a super staff. We have  
2 a super board.

3 We have two new commissioners that will be  
4 sworn in in the morning. And in fact, I bumped  
5 into one at the office this afternoon, and he asked  
6 me what I was doing there -- no, I'm kidding. He's  
7 a dear friend.

8 CHAIRMAN LUDLOW: He's right back there.

9 COMMISSIONER DEAN: He's a dear friend, and he  
10 also -- I told him I was coming over here to the  
11 Airport Authority board and he said, I might stop  
12 by. So for those that don't know Clay Murphy,  
13 Clay, would you stand and wave and --

14 CHAIRMAN LUDLOW: Hi, Clay.

15 COMMISSIONER DEAN: Clay and I --

16 CHAIRMAN LUDLOW: Clay is not replacing Henry.

17 COMMISSIONER DEAN: Well, Clay --

18 MR. CLARKE: Good place for him.

19 COMMISSIONER DEAN: -- for those who don't  
20 know, Clay has been a pilot for 30 years, and in my  
21 personal opinion would be a great liaison for the  
22 Airport Authority board. I might put in a word,  
23 for what it's worth, when I find out who the  
24 chair -- the new chair is tomorrow.

25 CHAIRMAN LUDLOW: Oh, good.

1           COMMISSIONER DEAN: But I really enjoyed it  
2           and I wish all of you the best of luck. And I'm  
3           going to continue my life with a little bit more  
4           environmental consulting and maybe a little more  
5           golf, but --

6           CHAIRMAN LUDLOW: Huh-oh. More? I thought  
7           that's the only --

8           COMMISSIONER DEAN: One last shot -- one last  
9           shot at me. Questions?

10          CHAIRMAN LUDLOW: Any questions for Henry?  
11          Oh, I can't tell you -- stay right there, Henry. I  
12          can't tell you how much we appreciate your service.

13          MR. PITTMAN: If I may. On behalf of the  
14          Airport Authority, we would like to say thank you  
15          for representing our district and the citizens of  
16          St. Augustine.

17          During those eight years that you reported, we  
18          appreciated your support and guidance that you have  
19          given to the airport. We wish you the best in your  
20          future endeavors and we would like to present you  
21          with this plaque of our appreciation.

22          COMMISSIONER DEAN: Thank you, so much.

23          MS. LIOTTA: Thank you, so much.

24          COMMISSIONER DEAN: I've enjoyed working with  
25          you.

1           CHAIRMAN LUDLOW: I have to say something to  
2       Henry.

3           MR. CLARKE: Thank you.

4           COMMISSIONER DEAN: Good to see you, too.  
5       Enjoyed working with you.

6           CHAIRMAN LUDLOW: Henry. And so --

7           COMMISSIONER DEAN: Oh, you.

8           CHAIRMAN LUDLOW: Oh, me, yes.

9           MR. RIERA: Hold your plaque up.

10          COMMISSIONER DEAN: Oh, my plaque.

11          CHAIRMAN LUDLOW: I just want to say I've  
12       known Henry many many years, and I love Henry, and  
13       I'm wife approved, Melanie knows I love Henry, and  
14       we would not have beach renourishment without  
15       Henry. I live on the beach, so I'm so happy I have  
16       some sand. That's what he got every time, was,  
17       where's my sand. So, thank you for everything,  
18       Henry.

19          COMMISSIONER DEAN: Okay. Love you.

20          CHAIRMAN LUDLOW: Thank you. Love you. Ah,  
21       did he leave? That's going to be sad, not to see  
22       Henry. But, Clay, we're so happy to have you on  
23       board.

24          MR. MURPHY: Thank you.

25          CHAIRMAN LUDLOW: Yes, thank you.

1           Okay. Item Number 1 on the amended agenda  
2 would be a statement from board member  
3 Jennifer Liotta.

4           MR. CLARKE: Well, we have a consent --

5           MS. LIOTTA: Thank you.

6           MR. CLARKE: -- a consent agenda.

7           MS. LIOTTA: I promise it's going to be quick.

8           MR. PITTMAN: Excuse me. I'm so sorry to  
9 interrupt.

10          CHAIRMAN LUDLOW: I forgot to --

11          MR. PITTMAN: Madam Chair, we have the consent  
12 agenda.

13          CHAIRMAN LUDLOW: I forgot to --

14          MS. LIOTTA: Oh, right. Yes. Sorry.

15          MR. PITTMAN: Sorry.

16                   CONSENT AGENDA APPROVAL

17          CHAIRMAN LUDLOW: I forgot. We had so many  
18 changes, I forgot what I was doing here. Yes, so  
19 we do have to vote on the amended agenda with  
20 the -- items as stated. So, everyone -- didn't we  
21 do that?

22          MS. CASH-CHAPMAN: We already did that. I  
23 think what they're talking about now is that before  
24 we go to Ms. Liotta's, we need to do the settlement  
25 for the legal --

1 MS. LIOTTA: Yeah, the consent agenda is  
2 before the regular agenda item. We just --

3 CHAIRMAN LUDLOW: Oh, okay.

4 MS. LIOTTA: -- accidentally skipped it.

5 CHAIRMAN LUDLOW: Oh, I'm sorry. That was way  
6 up. These are all my notes and that was way up  
7 there.

8 MR. BLOCKER: Madam --

9 CHAIRMAN LUDLOW: So, thank you. On the  
10 consent agenda, we have a settlement for a special  
11 legal action that the board -- we must sign a  
12 settlement of our special legal action.

13 MR. OLSON: Move to approve the consent agenda  
14 item.

15 MR. CLARKE: Second.

16 CHAIRMAN LUDLOW: Okay. We have first and a  
17 second to approve the settlement of a special legal  
18 action. So do we have those printed up?

19 MR. BLOCKER: Yes, ma'am. I'll -- I'll get  
20 with you after the meeting and we will --

21 CHAIRMAN LUDLOW: We'll get to that. Okay.  
22 We have first and second. So the consent agenda,  
23 do we have to vote on that, too?

24 MR. BLOCKER: Yes, ma'am.

25 CHAIRMAN LUDLOW: We have vote on that, too,

1           so everybody has to vote on the consent agenda.

2           Ms. Michelle?

3                   MS. CASH-CHAPMAN:   Aye.

4                   CHAIRMAN LUDLOW:   Aye.

5                   MR. CLARKE:   Aye.

6                   CHAIRMAN LUDLOW:   Dennis.

7                   MR. OLSON:   Aye.

8                   MS. LIOTTA:   Yes.

9                   CHAIRMAN LUDLOW:   Aye.   And I vote aye.   So we  
10           all agreed on -- to vote on the agenda consent for  
11           special legal action, which we will get to that.

12                           STATEMENT BY BOARD MEMBER LIOTTA

13                   CHAIRMAN LUDLOW:   So now we have number one on  
14           our amended agenda is a statement from  
15           Mrs. Jennifer Liotta.

16                   MS. LIOTTA:   Thank you.   I promise it's going  
17           to be quick.

18                   All right.   So, since joining this board, I've  
19           made it my priority to act transparently and uphold  
20           the highest standards of ethical governance.  
21           Whenever I have identified a potential conflict of  
22           interest, I have publicly disclosed it and recused  
23           myself from discussions and votes as appropriate.  
24           This has been my practice the beginning and I am  
25           committed to continuing this approach.

1           I want to provide an update on my current  
2           affiliations to ensure full transparency. I remain  
3           a shareholder in Volato, a private aviation company  
4           that conducts business at this airport. However, I  
5           am no longer employed by Volato. I have  
6           transitioned to a new role as general counsel for a  
7           company in the health care industry which is  
8           unrelated to aviation.

9           Additionally, I continue to have ownership in  
10          Modern Aero, another business operating on the  
11          airfield. My affiliation with Modern Aero has been  
12          a matter of public record since prior to my joining  
13          the board. I am not involved in the day-to-day  
14          operations of the business.

15          These updates my -- reflect my evolving  
16          professional and personal responsibilities, but  
17          they do not change my commitment to ensuring that  
18          my role on this board is conducted with integrity.  
19          I will continue to evaluate potential conflicts as  
20          they arise, fully disclose them to the board and  
21          the public, and take appropriate actions including  
22          recusal when necessary.

23          My ultimate goal is to serve the best interest  
24          of this board, the Airport Authority, and the  
25          community we represent. By maintaining open and

1       honest communication about my affiliations and  
2       interests, I hope to reinforce trust in my  
3       commitment to this role and the transparency with  
4       which I approach it.

5               And minor correction on my -- on myself.  
6       Volato's actually a public company, not private.

7               CHAIRMAN LUDLOW: Thank you. What is --  
8       health industry --

9               MS. LIOTTA: Yes.

10              CHAIRMAN LUDLOW: -- health care? That's  
11       interesting. Okay. Any comments or discussions on  
12       the statement?

13                               (None.)

14              CHAIRMAN LUDLOW: No. Then we'll go to your  
15       second agenda amendment for election discussion.

16                               POLICY DISCUSSION

17              MS. LIOTTA: Yes. I think we're familiar with  
18       what that is. It's just a -- getting a  
19       determination of whether we're going to follow our  
20       current policy, and if we're not, then what that  
21       process is intended to be.

22              CHAIRMAN LUDLOW: Then -- okay. That's it?

23              MS. LIOTTA: Uh-huh.

24              CHAIRMAN LUDLOW: Then I, for one, would like  
25       to amend the policy and have -- do what I said, and



1       have the members put their thoughts to the  
2       executive director and make sure we have this on  
3       the agenda for December.

4               MR. BLOCKER:   Madam Chair, just -- just  
5       through the Chair, if I can just -- just kind of  
6       highlight something that may, you know --

7               CHAIRMAN LUDLOW:   Yes, please.

8               MR. BLOCKER:   -- could be helpful.

9               CHAIRMAN LUDLOW:   Yes, please.

10              MR. BLOCKER:   So I'm reading directly from the  
11       policy.  It's says [as read]:  "Normally this  
12       process is expected to occur in November of each  
13       calendar year, but may be adjusted to generally  
14       comply with the agreed-upon meeting schedule."

15              So the board today could vote to adjust this  
16       based on the needs of -- of the board if necessary.

17              CHAIRMAN LUDLOW:   Thank you.

18              MR. BLOCKER:   Yes, ma'am.

19              MR. CLARKE:   May I make a suggestion?  I  
20       suggest we put it off until January when the new  
21       board is set.

22              MR. OLSON:   I -- if that's a motion, I -- I  
23       second that motion.  I think it would be  
24       inappropriate for an outgoing board member, such as  
25       myself, to be voting on any leadership in the new

1 board. You know, it seems like it should be the  
2 members that are -- are elected at that point and  
3 are seated.

4 And I recall two years ago, we sat a board  
5 that had -- the board composition changed  
6 significantly because there were three new board  
7 members that were seated, and that would have  
8 meant -- if we had elected officers in December,  
9 that would have meant only -- that would have meant  
10 only two people on the -- on the -- at post  
11 election board that would have voted for leadership  
12 such positions.

13 MS. LIOTTA: Well, I think your -- I agree.  
14 Although my recollection was when I was incoming,  
15 is that I did -- the -- the new members were  
16 included in the slate. The --

17 MR. OLSON: They were polled?

18 MS. LIOTTA: Yeah, we -- I remember, at least  
19 for myself, getting that indicate that list of  
20 interest, like, hey, what would you like to do,  
21 before I had to taken office.

22 CHAIRMAN LUDLOW: It was January.

23 MS. LIOTTA: So I remember that happened  
24 prior.

25 MS. CASH-CHAPMAN: No, no.

1           CHAIRMAN LUDLOW: I just -- we just looked  
2           at --

3           MS. CASH-CHAPMAN: We definitely got our  
4           e-mails before we took -- because I remember  
5           vividly I didn't have any of this yet and it was  
6           e-mailed from the staff to me with a list of all of  
7           our options, what they were, what it entailed.

8           We weren't -- we didn't vote on it in  
9           November, but we got it in November. And then  
10          according to this right here, we had the 15 days  
11          and we had to send it back to Cindy -- because  
12          obviously I was late, so I got called repeatedly  
13          until I sent it in -- to say what we were  
14          interested in doing.

15          And then I remember being at a meeting,  
16          sitting over there while we were discussed on -- on  
17          where we may or may not fit into the previous one.  
18          I don't remember if we voted or not before then --

19          MR. OLSON: No.

20          MS. CASH-CHAPMAN: -- but I do remember that  
21          we had time.

22          Because we don't want to wait until January to  
23          send in our interests and research our things,  
24          right? So there's no reason the incoming board  
25          member can't have the same -- have the same e-mail

1           that the rest of us got when we joined in November,  
2           just so that we can understand what the positions  
3           are and what's asked of us so that we -- we can,  
4           you know, put our name in for something that would  
5           be a good fit for us.

6           MR. OLSON:   Yeah.

7           MS. CASH-CHAPMAN:  I'm not saying we should  
8           vote by December, but I do think that we need to  
9           start this process now like we have done in the  
10          past.

11          MR. OLSON:  Yes, you are correct in -- in that  
12          the polling went out prior.  But I remember that  
13          juncture really well, because in January, there  
14          were two candidates for chair --

15          CHAIRMAN LUDLOW:  I -- I just went through  
16          that whole video today.

17          MR. OLSON:  -- Reba and myself, and the  
18          election was held in January.  I remember that very  
19          well.

20          CHAIRMAN LUDLOW:  Absolutely.

21          MS. CASH-CHAPMAN:  Right.  But we got the --

22          CHAIRMAN LUDLOW:  And the committees were --

23          MS. CASH-CHAPMAN:  And I'm so fine with voting  
24          in January.  I'm just saying I don't think we  
25          should wait to send out the interests --

1           CHAIRMAN LUDLOW: Right.

2           MS. CASH-CHAPMAN: -- so that we can get the  
3 interests back to staff and give staff the  
4 opportunity to compile it and then they put it on  
5 the screen at us and then we vote what we're  
6 staring -- staring at on the screen, who is  
7 interested in what.

8           But I do think we should start that process so  
9 we don't have to make any final decisions, and our  
10 new board member would be included by receiving  
11 that e-mail as well saying, here are your options  
12 for next year, what interests you?

13          CHAIRMAN LUDLOW: I think that's wonderful.  
14 Yes?

15          MR. BLOCKER: Madam Chair, I'm going to have  
16 to look at the charter, but generally as a general  
17 rule, local government and the county commission --  
18 you know, Mr. Dean pointed it out. So, generally  
19 the two weeks after an election, the final of a  
20 general election, that would be when the new board  
21 member would -- would sit. I'll have to confirm  
22 that our charter doesn't say otherwise.

23          For whatever reason, the airport has  
24 customarily waited to -- to January. But  
25 technically speaking, the new board member probably

1       should have been sworn in at this meeting, and then  
2       that would -- that would be more consistent with  
3       the policy.

4               For whatever reason, that's -- that's not  
5       quite how it's been done, but I think when the  
6       policy was originally written. But that's  
7       generally how the school board, the county  
8       commission, and the other local governments do it.

9               MR. OLSON: I believe it's state statute,  
10       because I have -- I'm sure everyone has it, that  
11       little diploma we get from the governor. My date  
12       ends at the end of the year, I believe.

13              MR. BLOCKER: So I can check -- we'll have to  
14       check that, but -- so the Airport Authority has its  
15       own charter. But either way, if the charter  
16       designates that it's in January, then we need to  
17       probably -- my recommendation would be to adjust  
18       the policy to be consistent with that.

19              But the way your policy is written today, it  
20       is more consistent with a -- a new board member  
21       coming in within two weeks of the November  
22       election. So that's -- that may be an error from  
23       decades past, but that's probably something that we  
24       can bring back to the board for clarity.

25              MS. LIOTTA: So, yeah, that -- that makes a

1       lot of sense to me. So maybe we need to do two  
2       things. I think, you know, if -- and I'm perfectly  
3       happy with -- I just think our policy should align  
4       with the statute and practice and common sense.

5               So I think if we could ask counsel to review  
6       the policy against like what our -- our  
7       requirements under our charter and look to amend as  
8       needed, that would be -- that would be good.

9               I don't -- I don't think we should work to  
10      amend the policy at this meeting because we don't  
11      have exactly the language we might want. So I  
12      think that might -- we could probably take that up  
13      in December.

14              And then if the decision is just we're going  
15      to follow prior practice of the last few years and  
16      get the indications of interest out now, get --  
17      start that process and then for that to be the  
18      first agenda item in January, I think that's the  
19      clarity that I'm personally looking for and I think  
20      would be good to have. And then we can look to  
21      adjust our agenda -- excuse me, our policy on a  
22      go-forward basis.

23              MS. CASH-CHAPMAN: Right. Because right now  
24      our policy says that all assignments, committee  
25      assignments, have an effective date of January 1st,

1           so obviously that's not going to work.

2           MS. LIOTTA: Right. We would have to vote on  
3           it next month, which is not what we've done the  
4           last couple of years. And I do agree, especially  
5           when you have a majority potentially of new board  
6           members coming in, it does align -- you know,  
7           matching those up doesn't make sense.

8           CHAIRMAN LUDLOW: Okay. So you're fine with  
9           having this on the -- getting the committee  
10          interest out in December to be voted on in January.

11          MS. LIOTTA: No, no.

12          MS. CASH-CHAPMAN: No.

13          MS. LIOTTA: Because we can go ahead and do  
14          it, I -- I actually like having the way it's  
15          written now, just go, because that's just e-mails  
16          to the individuals. And it can take a while with  
17          holiday travel and whatnot to get all of those  
18          gathered up.

19          So starting the process in November, I don't  
20          see a reason to wait so that it's all ready to go  
21          as the first -- so that we all have that ahead of  
22          time and we know who's kind of looking at maybe  
23          doing what and -- because if we wait until January  
24          to do that, it's going to be the entire meeting of  
25          just trying to figure that out. And I think just



1           for efficiency sake, that it would make sense to do  
2           the groundwork for -- as soon as we can.

3           CHAIRMAN LUDLOW: Right. So, Courtney, that  
4           falls on you, then --

5           MR. PITTMAN: Yes, ma'am.

6           CHAIRMAN LUDLOW: -- to get all of that out  
7           for us --

8           MR. PITTMAN: Done.

9           CHAIRMAN LUDLOW: -- you know, in November.  
10          Okay. Anything else?

11          MS. LIOTTA: I don't know -- I guess maybe I'd  
12          like to make a motion that counsel bring us a  
13          proposed modification to the meeting policy for --  
14          for December's meeting to make -- just to ensure  
15          that our policy is --

16          CHAIRMAN LUDLOW: A suggested --

17          MS. LIOTTA: -- in line with our --

18          CHAIRMAN LUDLOW: -- modification.

19          MS. LIOTTA: Yes, yes.

20          CHAIRMAN LUDLOW: I agree.

21          MS. LIOTTA: In case -- if it turns out that  
22          our charter is -- is -- we may need to adjust  
23          practice for 2026 going forward if it turns out  
24          that we've been -- our practice is not aligning  
25          with our -- with our charter. So that's a question

1           that I have.

2           CHAIRMAN LUDLOW:   Okay.   That's fine.   So  
3           counsel will do that for us.   Anything else,  
4           Mrs. Liotta?

5           MS. LIOTTA:   Well, I did make it as a motion.  
6           I don't know if we -- I guess is there a second?

7           CHAIRMAN LUDLOW:   Does that need to be a  
8           motion, that you bring --

9           MR. BLOCKER:   It could just be direction  
10          from -- from -- if there's consensus, we can just  
11          do it through consensus.

12          MS. LIOTTA:   Okay.   So that was my idea, but I  
13          don't know if there's a consensus.

14          CHAIRMAN LUDLOW:   Okay.   A consensus.   The  
15          board approves a consensus that counsel will bring  
16          our policy with modifications.

17          MR. BLOCKER:   So proposed modifications for  
18          changes --

19          CHAIRMAN LUDLOW:   Proposed modifications.

20          MR. BLOCKER:   -- to make it more consistent.

21          CHAIRMAN LUDLOW:   Okay.   Thank you.   Anything  
22          else, Ms. Liotta?

23          MS. LIOTTA:   Not from me on this action -- on  
24          this agenda item.

25          CHAIRMAN LUDLOW:   We can go ahead?

1 MS. LIOTTA: I suppose, yeah.

2 CHAIRMAN LUDLOW: Okay. I just want to be  
3 sure we got everything in here.

4 ROOMS TO GO GROUND LEASE

5 CHAIRMAN LUDLOW: So we can go to agenda item  
6 Number 3 now. Number 3 will be our Rooms To Go  
7 ground -- ground lease. So, Courtney will speak to  
8 the Rooms To Go ground lease.

9 MS. LIOTTA: I have a procedural question  
10 that -- I'm sorry to interrupt, but it might inform  
11 before you do that. And I apologize --

12 MR. PITTMAN: That's fine.

13 MS. LIOTTA: -- but I reviewed the leasing  
14 policy --

15 MR. PITTMAN: Yes, ma'am.

16 MS. LIOTTA: -- and there's a section for  
17 commercial and there's a section for private.

18 MR. PITTMAN: Uh-huh.

19 MS. LIOTTA: And my understanding is  
20 Rooms To Go is a current tenant on the field --

21 MR. PITTMAN: Uh-huh.

22 MS. LIOTTA: -- that houses an aircraft that  
23 it uses for its own corporate use, does not provide  
24 services for the public, aviation services --

25 MR. PITTMAN: Right.

1 MS. LIOTTA: -- to the public.

2 So, as -- from what I could tell, that would  
3 put it under the private aviation category and not  
4 the commercial aviation category, because  
5 commercial, my --

6 MR. PITTMAN: Uh-huh.

7 MS. LIOTTA: -- impression of the policy was  
8 that commercial means you're offering services to  
9 the public.

10 MR. PITTMAN: Okay.

11 MS. LIOTTA: So when I was reviewing the  
12 land -- the policy, a determination of public use  
13 is for commercial --

14 MR. PITTMAN: Gotcha.

15 MS. LIOTTA: -- not for private.

16 MR. PITTMAN: Yes, ma'am.

17 MS. LIOTTA: So I saw on the agenda that it  
18 was -- that we were going to be asking the board to  
19 do a determination of public use. But that  
20 wouldn't be applicable to a private aviation land  
21 lease.

22 MR. PITTMAN: Right.

23 MS. LIOTTA: So I don't know that we need to  
24 have this as an agenda item.

25 MR. PITTMAN: Okay. And I totally respect

1        what you're saying. And we -- we actually did some  
2        digging into that, Mrs. Liotta, before we came  
3        here. And, Jeremiah, if you would speak to that  
4        some before we do the presentation.

5                CHAIRMAN LUDLOW: Yeah, because I thought all  
6        we were doing was giving you permission to look  
7        into it. Go ahead --

8                MR. BLOCKER: Yes, ma'am. Through -- through  
9        the Chair.

10               So there is -- so under 6.21, there's a --  
11        there is some language specific to a public use.  
12        So speaking with Mr. Pittman, Mr. Pittman and I had  
13        a conversation. Our compliance attorney,  
14        Mr. Roberts, did believe that this still fit within  
15        this.

16               So I think what would be helpful, if the board  
17        would allow us, if there's some concern about this  
18        moving forward under this category, we can do a  
19        little bit more digging. I -- because I do see --  
20        Mrs. Liotta, I do see kind of your point. There's  
21        not unity of opinion on this among -- among all the  
22        attorneys involved. So I think if the board would  
23        allow, I can get with Mr. Pittman and we can look  
24        into this a little bit.

25               There is some -- and I'll tell you there is

1           some inconsistency in the policy itself --

2           MR. PITTMAN:   Agreed.

3           MR. BLOCKER:   -- that opens up to multiple  
4           different interpretations.  So, you know, again, I  
5           know this has been a constant thing with the board,  
6           is making sure that our policies are up to date,  
7           that they're consistent and prioritized.  So  
8           there -- there is some variation, and I think you  
9           raise a good point, so I think -- I don't have a  
10          clear answer right now.

11          I think you can pull from different parts of  
12          the policy to support either viewpoint.  But, you  
13          know, Rooms To Go is not a commercial carrier.  
14          They're not -- they're not engaged in air -- air  
15          travel, so I understand that point, the public  
16          purpose.

17          And the actual -- the actual -- if I can read  
18          from the policy.  [As read]:  "The Authority  
19          reviews shall include a determination of a public  
20          benefit consistent with Section 6.21 of this  
21          document, a review of the likely impacts on  
22          existing infrastructure operations, capability, and  
23          applicability of additional lease-related fees."

24          So I understand your point.  They're an  
25          existing tenant.  There's not necessarily a public

1 use based on their -- their current. So that's --  
2 that's kind of the initial --

3 CHAIRMAN LUDLOW: Okay. But --

4 MS. LIOTTA: And to -- to be clear, I am not  
5 raising this point to suggest that it's  
6 inappropriate for staff to work on it --

7 MR. PITTMAN: Right.

8 MS. LIOTTA: -- other than it's actually kind  
9 of the opposite. In the -- the private aviation  
10 section of the lease --

11 MR. PITTMAN: Uh-huh.

12 MS. LIOTTA: -- it appears to me that,  
13 Executive Director, you could actually do a lot of  
14 negotiation and talk with -- and without having to  
15 bring it to the board --

16 MR. PITTMAN: Right.

17 MS. LIOTTA: -- first for that initial  
18 determination.

19 MR. PITTMAN: Totally -- if I may. I totally  
20 agree with you. But one of the things, the reason  
21 why I was doing it this way was for total  
22 transparency.

23 Me, being the interim executive director, I  
24 didn't want to make any decisions that would long  
25 term -- have long-term impacts. And so, I wanted

1 to bring it to the board so the board can be on the  
2 same thing. I didn't want to do anything in the  
3 shade. I wanted to do -- do everything up front  
4 for the public view so you-all can have your  
5 inputs. Because whether I continue to sit in this  
6 seat or not, this would impact the airport going  
7 forward.

8 So what we wanted to do as staff is lay it out  
9 on the table so if it was something that you are --  
10 were all against reference to Airport Layout Plan,  
11 then you have the chance to make those suggestions  
12 or give those directions. And that way, we'd be  
13 all on the same page.

14 MS. LIOTTA: Okay. All right. Well, I think  
15 is if -- that sounds good. Part of the agenda  
16 item, though, was asking the board to determine a  
17 public benefit.

18 MR. PITTMAN: Yes, ma'am.

19 MS. LIOTTA: And it seems like there may be  
20 some confusion as to in -- like, how do we make  
21 that determination?

22 MR. PITTMAN: Right.

23 MS. LIOTTA: What are the thresholds? What  
24 are the guidelines that we as a board are supposed  
25 to apply to make that determination?



1 MR. PITTMAN: I agree with you wholeheartedly.

2 MS. LIOTTA: So maybe this could be -- needs  
3 to be deferred so we can get some better guidance  
4 if -- if we are going do that.

5 MR. PITTMAN: Okay. Done. Thank you, ma'am.

6 MR. BLOCKER: Thank you.

7 MR. CLARKE: Madam Chair?

8 CHAIRMAN LUDLOW: Yes.

9 MR. CLARKE: I have a comment mostly for  
10 Mr. Pittman.

11 It looks like we're expanding the east side of  
12 13/31 to provide additional capacity for all those  
13 entities -- corporate, commercial, T-hangar use --  
14 for -- to provide capacity necessary. So what I  
15 would like to see is we're -- we're kind of flying  
16 in IMC right now, instrument meteor --

17 MR. PITTMAN: Yes, sir.

18 MR. CLARKE: -- conditions. We don't have  
19 data. So what'd like to see -- and Mr. Holesko's  
20 here and Mr. Singletary, and Mr. Bays, Adam Bays,  
21 our new facilities manager is not here -- if it's  
22 possible for us to survey our corporate and  
23 commercial applicants.

24 MR. PITTMAN: Uh-huh.

25 MR. CLARKE: Let's find out what their needs

1           are in terms of capacity. Are they going to be  
2           satisfied by developing the east side of 13/31?

3           MR. PITTMAN: If I may?

4           MR. CLARKE: Yeah.

5           MR. PITTMAN: So that is something --

6           MR. CLARKE: And -- and if -- if not, where do  
7           we need to expand? I know we have some area to  
8           expand, so let's find out what our needs are before  
9           we -- you know, I'd like to provide capacity to  
10          everybody that's --

11          MR. PITTMAN: A hundred percent agree with  
12          you. So that's something we've already started  
13          with polling the tenants, and so I'll be prepared  
14          next meeting. I don't think we have a workshop  
15          this month, but I will be prepared.

16          Actually I'm just going to send you-all an  
17          e-mail with that data, so that way y'all will have  
18          it way before the board meeting. So I'll just  
19          communicate with y'all via e-mail in reference to  
20          how the corporate hangar waiting list looks and if  
21          the capacity is truly there.

22          MR. CLARKE: Yeah. I mean, just it doesn't  
23          have to be precise --

24          MR. PITTMAN: Yes, sir.

25          MR. CLARKE: -- but just a good idea, you

1 know.

2 MR. PITTMAN: A hundred percent understand.

3 MR. CLARKE: Because, you know, we don't -- we  
4 don't want to go through this fight between  
5 corporate and commercial, you know, the -- we need  
6 to -- we need to provide service to everybody who  
7 need it --

8 MR. PITTMAN: Yes, sir.

9 MR. CLARKE: -- somehow or another.

10 CHAIRMAN LUDLOW: Mr. Olson.

11 MR. OLSON: Yes. I'd like to just add, since  
12 this item is now being discussed, I think that any  
13 entity, public or private service provider or  
14 private, that -- that it wants -- is requesting or  
15 expressing interest, pronounced interest in a piece  
16 of land at the airport, which we have so little of,  
17 as we all know, should come and make a public  
18 presentation before negotiations proceed.

19 Even private, I don't think the idea of  
20 negotiations proceeding and then a lease being  
21 brought into our board some time, as has happened  
22 within the last half year, plunk down a 60-page  
23 lease and the board is told that we need to act on  
24 it at -- at the moment.

25 I believe, again, that it's important that if

1       someone is serious enough about wanting to be  
2       handed land at this airport, that they be able to  
3       come forward and -- and present and field questions  
4       about their purposes and what they -- what their  
5       vision is for whatever they want to do. In this  
6       case, I'm not sure if we know exactly how much land  
7       area on area 1 is actually shovel-ready.

8               MR. PITTMAN: Right.

9               MR. OLSON: Some of it isn't because there's a  
10       road crossing part of it. But there are two, that  
11       I know of, companies that have submitted letters of  
12       intent to the airport. There may be more, I don't  
13       know.

14              I asked Mr. Pittman today whether we had room  
15       of the current shovel-ready because both these  
16       entities want to proceed apparently immediately,  
17       whether we can accommodate both of them. And he  
18       indicated he didn't think it would be possible.  
19       So, to me, that's a board decision, to weigh the  
20       benefits of which entity wants to -- or is ready to  
21       take this on.

22              I'm as -- in the past, I've all been for  
23       receiving proposals and evaluate -- and evaluating  
24       them competitively for how they benefit the  
25       airport. And the other one happens to be a service

1 provider --

2 MR. PITTMAN: Uh-huh.

3 MR. OLSON: -- the other entity.

4 I think the reason that the -- I don't know if  
5 other board members are aware of that, they have in  
6 their initial proposal asked for confidentiality.  
7 If they're invited and can't come and make a  
8 presentation because they want to preserve  
9 confidentiality, I think that that's a -- that's a  
10 problem for them, not for us.

11 I think we need to have entities share and  
12 field questions, broad questions about who they  
13 are, what they -- what they want to do and what  
14 their future with the airport looks like in their  
15 terms.

16 MR. PITTMAN: Thank you. If I may, I would  
17 like to stand for the next two things and address  
18 you-all properly. Let's see. Here we go. Here we  
19 go right here. Thank you. So I would like to  
20 respond to that, Mr. Olson. It just doesn't feel  
21 proper, me sitting down when I talk to the board.

22 All right. So in reference to what you're  
23 saying, so when you asked me that question earlier,  
24 I was basing it off the photo that I have right --  
25 what you see before you-all on the screens. And if

1       you all are aware, if you look at the Airport  
2       Layout Plan, it's similar to what you'll see on the  
3       Airport Layout Plan.

4               So after us having a conversation, I talked to  
5       Passero and I was -- and I asked could we fit that  
6       other entity that we had the confidentiality  
7       agreement with, and I was told, yes, we could make  
8       it possible. So that is making it possible, that  
9       is, if they want to come public and for me to be  
10      able to present it to you-all in the public forum,  
11      even though they e-mailed me and we know that my  
12      e-mails are a subject of public record, right?

13              So I'm waiting on them to be a -- to get to  
14      the point where they're like that -- that just to  
15      be frank with you, not tire kicking and say, hey,  
16      I'm ready to do this full board and allow me to  
17      present something to the board. Because with it  
18      being confidential, if I bring it out, then I'm  
19      breaking their agreement. I don't want to subject  
20      us to any problems.

21              And so, back what my original point. Talking  
22      to Passero, we can accommodate them if they would  
23      like to go in that area. But looking at the  
24      Airport Layout Plan, the Airport Layout Plan -- and  
25      that's just what we went off of. The -- you can

1 break it down, and I'll talk about it in the next  
2 section with the resolution, the proposed  
3 resolution -- proposed policy, rather.

4 The corporate was portion 1 or A. The FBO,  
5 MPO was B or 2, however you want to break it down.  
6 And C was the FBO/MRO entity. So that would just  
7 was just being derived from the Airport Layout Plan  
8 and just staying on that.

9 Now, if we want to change the Airport Layout  
10 Plan or if you-all have a different vision for what  
11 you want to do, that's fine. But the -- the point  
12 of us coming here today is, when we have those  
13 people that's e-mailing me and it's going -- and  
14 it's going to ramp up.

15 I'm telling you now. As soon as we get in the  
16 business of developing, there's going to be more  
17 people coming our way. So we would like to be able  
18 to filter those individuals with a policy and a  
19 plan in place, so that way we're not behind the  
20 power curve.

21 So if somebody comes and say, hey, I want  
22 Parcel C, we can't just arbitrarily say no because  
23 when it comes to FAA grant assurance, we either  
24 have to have a policy -- like I said, I know I'm  
25 getting ahead of myself because the next agenda

1       item is the policy, but I'm just trying to give you  
2       the answer to your -- speak to what you were saying  
3       about that other entity being in the -- in the  
4       portion A. Does that answer your question, sir?

5               MR. OLSON: Okay. I think also, I mean, as --  
6       and maybe you have thoughts about this --

7               MR. PITTMAN: Yes, sir.

8               MR. OLSON: -- we have to be mindful also  
9       about not doing leases or committing land that is  
10      not ready for development. We learned that in the  
11      past year, also.

12              MR. PITTMAN: Yes, sir.

13              MR. OLSON: And I notice on the maps that you  
14      sent out relative to this item, there's a  
15      stormwater retention pond --

16              MR. PITTMAN: Yes, sir.

17              MR. OLSON: -- that needs to be developed --

18              MR. PITTMAN: Yes, sir.

19              MR. OLSON: -- in that area. Is that a --  
20      would that be a responsibility of the Authority  
21      if -- or any other setups? Because, again, we did  
22      a letter of intent for a hotel developer on U.S. 1.  
23      That letter of intent included a huge number of  
24      obligations and time tables that were -- the  
25      Authority needed to comply with in order to set up



1           that site for development.

2           MR. PITTMAN:   Correct.

3           MR. OLSON:   Are we -- if we deal with anyone  
4           on this shovel-ready part of -- of Parcel 1 or  
5           Parcel A --

6           MR. PITTMAN:   Yes, sir.

7           MR. OLSON:   -- are we actually saying that the  
8           development needs Authority investment -- further  
9           Authority investment also in order to -- or is it  
10          truly something that a private entity, one or  
11          more -- one or two, if you can find them on --

12          MR. PITTMAN:   Yes, sir.

13          MR. OLSON:   -- take that property and proceed  
14          without additional Authority capital investment?

15          MR. PITTMAN:   Okay.   So for -- in a case of  
16          Rooms To Go, yes.   Case of Rooms To Go, being in  
17          that section right there that you have outlined in  
18          blue on your map.   So that is one of the things we  
19          discussed with them.   Like I said, the attorneys  
20          are present; they can further clarify what I'm  
21          saying.

22          But, yes, due to the fact that mitigation  
23          credits would not be -- in that one section,  
24          all right, like I said, and that will be depicted  
25          further in the policy recommendation, that one area

1 does not require mitigation credits.

2 But if you move to the -- the south where you  
3 see the other portion -- if you don't mind. If you  
4 move to the south, where you see this portion right  
5 here, this portion right here where we would put an  
6 FBO or MRO, that would need some mitigation  
7 credits.

8 So the initial reason why you don't need  
9 mitigation credits in this section right here,  
10 because that's Hawkeye View Lane being moved --

11 MR. OLSON: Okay.

12 MR. PITTMAN: -- and that's credits being  
13 given.

14 MR. OLSON: But just apart from the credits --

15 MR. PITTMAN: Yes, sir.

16 MR. OLSON: -- is there any other work that  
17 needs to be done that would be something that would  
18 be loaded on if the Authority in order for that --

19 MR. PITTMAN: You've got the -- you've got the  
20 utilities, but we've got a grant coming in for  
21 that. So you've got the utilities on the northeast  
22 project that's attached into that with the movement  
23 of Hawkeye View Lane. And so -- but that is --  
24 that's not a hundred percent grant, correct,  
25 Andrew? That is a split. So there -- so there

1           will be some monies that would be required from the  
2           Airport Authority --

3           MR. OLSON:   Okay.   Well, it's good to know  
4           that at least -- I mean, that both those interests  
5           that have submitted LOIs can be accommodated --

6           MR. PITTMAN:   Yes, sir.

7           MR. OLSON:   -- two entities.   And again, I  
8           would urge that they be invited to present what  
9           they're -- what they want to do.

10          MR. PITTMAN:   Yes, sir.   So we -- understood.  
11          So what we --

12          MR. OLSON:   Obviously you need to go through  
13          the lease policy --

14          MR. PITTMAN:   Right.

15          MR. OLSON:   -- with each of them, also.

16          MR. PITTMAN:   Right.

17          MS. LIOTTA:   I've got a question.   So from  
18          what I understand, we've got Rooms To Go and then  
19          entity number 2, mystery man behind the curtain,  
20          both looking for Area A space.

21          MR. PITTMAN:   Okay.   So yes and no.   Let me  
22          answer you -- all right.

23          So, Rooms To Go, yes.   Mystery entity number  
24          two, when they initially came to me, they wanted  
25          the -- and that section is not on there.   That's

1 the portion that's south of Northrop Grumman, they  
2 initially wanted that.

3 So if you would, can you scroll down to the  
4 policy? Just keep -- just scroll on down. I know  
5 I'm jumping the gun, but for the sake of  
6 illustration, I would like to show you. Just go on  
7 down. Go on down, go on down, go on down.  
8 All right. Stop, stop, stop. Keep going. Keep  
9 going. I don't want you to pass it. Right there.

10 MS. SANTIAGO: Hold on.

11 MS. LIOTTA: Picture.

12 MR. PITTMAN: All right. We're going to get  
13 this.

14 MS. SANTIAGO: I'm going to get this. This  
15 mouse is funny. My apologies.

16 MR. PITTMAN: All right. Thank you. Perfect.

17 All right. So, Mrs. Liotta, to answer your  
18 question. So you see Area C on the map? So when  
19 they first came to me, they were saying they wanted  
20 Area C, all right?

21 So Area C, the problem with Area C, we don't  
22 have the mitigation credits for those, we don't  
23 know when that bank is going to open up. I just  
24 received the e-mail today in reference to the  
25 mitigation credits we already paid a down payment

1       on. It was late -- kind of late for me to add that  
2       to the agenda, so I'll be -- you-all will receive  
3       an e-mail from me in reference to those mitigation  
4       credits.

5               And so, initially when I was talking to them  
6       and the several times that I talked to that entity,  
7       they wanted C. And so, here recently, they're  
8       saying, hey, I'll take anything, A, B or C, right?  
9       So that -- that was recent that they were saying  
10      they wanted A, B or C.

11             And so, to try to help them out, and if it --  
12      if that's what you-all as a board desire, that's  
13      another reason why I brought Rooms To Go to  
14      you-all, because like I've described it, it's  
15      almost like Tetris; you want to make sure  
16      everything fits and things properly serve the  
17      airport and the public in the correct fashion.

18             And so, now the entity is saying that they'll  
19      take something that's shovel-ready. And so, that's  
20      why when Mr. Olson same to me earlier and asked me  
21      in reference to can both of them fit in A, I  
22      initially said no, based off what I knew to be  
23      true. That's when I talked to the engineers to see  
24      if there was a way I could make both happen.

25             MS. LIOTTA: Okay. So I guess I've got two

1 follow-up questions.

2 MR. PITTMAN: Yes, ma'am.

3 MS. LIOTTA: Again, to Mr. Olson's point  
4 earlier about the policy driving a lot of this, the  
5 draft policy here pertinent to this discussion,  
6 I -- I guess item under Area A --

7 MR. PITTMAN: Yes, ma'am.

8 MS. LIOTTA: -- Item Number 8, as the draft  
9 policy is written, says [as read]: "No single  
10 business entity or group of entities related may  
11 commit to develop more than 15 percent of the total  
12 square footage of hangar space --" not land space,  
13 but hangar space -- "estimated to be development in  
14 Area A." Well, looking at the picture of what  
15 you -- the dotted box for Rooms To Go --

16 MR. PITTMAN: Uh-huh.

17 MS. LIOTTA: -- my guess is that that's more  
18 than 15 percent right off the bat. So I'm just  
19 wondering why -- and this is, again, getting into a  
20 later item, why would we be looking at adopting a  
21 policy that before it's even approved, we're  
22 looking at deviating from?

23 MR. PITTMAN: Right.

24 MS. LIOTTA: Does -- does this Item 8 need to  
25 be here?

1           MR. PITTMAN: Now, okay, I -- and I get it  
2           we're jumping around and I'm with you -- and I  
3           apologize. I probably shouldn't have even showed  
4           the illustration, but I just wanted to answer your  
5           question in reference to the different sections.

6           Now that was something that another board  
7           member had spoke about as well, that 15 percent  
8           that you were talking about. Please understand  
9           that I will do a full presentation on the policy  
10          here in just a second. This is just a work in  
11          progress. It is just so we can have some kind of  
12          template that you-all can build off of because we  
13          don't have something in place right now.

14          So if -- if Pittman, LLC came in today and  
15          said, hey, I want Area B, and you don't have any --  
16          anything -- any use for it, how can you tell me no,  
17          right? So now what we're trying to do is have  
18          something in place to where we take control of what  
19          we do with our valuable resource, and the resource  
20          is that land.

21          So -- so -- so the thing like 15 percent, I've  
22          already had another board member make a suggestion  
23          in reference to that. And so, it's not -- I am not  
24          here trying to tell you-all how to set the policy;  
25          I'm just saying these are some suggestions that we

1           came up that I think would be good for us, but  
2           you-all have the free will to make the adjustments.

3           MS. LIOTTA: Well, maybe we should defer that  
4           to the actual policy agenda item.

5           MR. PITTMAN: I know, right?

6           MS. LIOTTA: Yeah. I guess the other  
7           question, then, is again to the policy --

8           MR. PITTMAN: Yes, ma'am.

9           MS. LIOTTA: -- my read of it, and again, we  
10          got this less than seven days ago, the -- it seems  
11          to suggest that Area A is going to be -- well, to  
12          quote from it, [as read]: "The limited  
13          availability of corporate aviation hangar  
14          facilities is the most substantial market imbalance  
15          that currently exists at the airport." That --  
16          that's -- that's a statement that's in this policy,  
17          this draft policy.

18          And then it's saying that the -- essentially,  
19          and I don't remember exactly where it is in here,  
20          but the idea being that corporate hangar usage is  
21          going to be what Area A is for.

22          MR. PITTMAN: Yes, ma'am.

23          MS. LIOTTA: And now I'm hearing that mystery  
24          entity number two, which is a commercial  
25          provider --



1 MR. PITTMAN: Right.

2 MS. LIOTTA: -- is looking at Area A. So  
3 again, we've got an immediate conflict with --

4 MR. PITTMAN: Hundred percent agree with you.

5 MS. LIOTTA: -- the policy that's just been  
6 proposed for this board to adopt --

7 MR. PITTMAN: Right.

8 MS. LIOTTA: -- not being in line with what --  
9 what we're being asked to -- is likely to happen --

10 MR. PITTMAN: Right. So I agree with what --

11 MS. LIOTTA: -- which seems odd.

12 MR. PITTMAN: -- you're saying, but I -- so,  
13 when I -- when I was responding to this entity  
14 being able to go to A is because I gave  
15 misinformation to a board member earlier, so I  
16 wanted to make sure clarify and make sure I  
17 clarified on the record that that could work.

18 But by no means am I telling you-all to  
19 where -- that's the whole reason why I brought  
20 Rooms To Go to you-all, to make sure that we're all  
21 in agreeance what goes where. Because I'm just  
22 going off the ALP.

23 The ALP said that Section A was corporate,  
24 Section B was MRO/FBO, and Section C was MR- --  
25 FBO. And so, but to answer the board member's

1 question in reference to that land, I wanted to --  
2 and Mr. Olson brought it up here at the board, I  
3 wanted answer him correctly because, like I said,  
4 the information I gave him before wasn't as correct  
5 as it could have been.

6 MS. LIOTTA: Yeah, I guess I'm -- and again,  
7 this is for the different agenda item. I'm a  
8 little uncomfortable agreeing to a policy that is  
9 so rigid --

10 MR. PITTMAN: Okay.

11 MS. LIOTTA: -- that we know before we've even  
12 taken it up as an agenda item isn't going to work  
13 with current projects that are being discussed out  
14 on the field.

15 MR. PITTMAN: Right.

16 MS. LIOTTA: I don't necessarily -- like why  
17 do we need a policy that that's rigid?

18 MR. PITTMAN: Like I said, and Madam Chair, I  
19 know we're ahead on the next subject and I've got a  
20 whole presentation --

21 MR. OLSON: Yeah, we're ahead.

22 MR. PITTMAN: -- as to why --

23 MS. LIOTTA: I know.

24 MR. PITTMAN: -- before this policy, but I  
25 just really wanted to stand up because, again, it

1       just didn't feel appropriate sitting down talking  
2       to a board member in reference to and answering  
3       that question.

4               CHAIRMAN LUDLOW:   Okay.   Well, on this  
5       Rooms To Go, you know, I understand it is a  
6       two-step process, and the board -- all the board  
7       was going to do was, should we let you invest your  
8       time researching all this.   So -- and then the next  
9       step would be to develop the lease.   So I guess all  
10      this discussion is letting you invest all the time  
11      on this.   So...

12              MS. LIOTTA:   But, I think -- Madam Chair, I  
13      think -- I saw you raise your hand.

14              MR. BLOCKER:   Yes, ma'am, if I could.

15                      Just so -- I think you said it,  
16      Madam Chairman.   This is a two-step process just  
17      to -- and I understand what Mr. Olson said earlier,  
18      but this is really the executive director coming  
19      and asking for some clarity.

20                      And then just kind of going into this about  
21      the draft, the draft, there is -- there is -- there  
22      is an issue with land banking.   And I know  
23      Mr. Roberts had -- had prepared some of this, so  
24      obviously he is always mindful of some compliance  
25      issue with FAA with the 15 percent.

1           So I just want to make sure -- Mr. Roberts is  
2           not here today to talk about it, but I know that  
3           some of this was discussed as far as the  
4           15 percent. So I just want to make sure -- but I  
5           agree that the -- you know, we want to make sure we  
6           have a policy that's consistent with current  
7           projects, but I think that's where the 15 percent  
8           came up, if I -- if I heard the question correctly  
9           someone --

10           MS. LIOTTA: Yeah. It's like what happens if  
11           we have a policy and the first project we --  
12           that -- that gets promoted under it doesn't match  
13           the policy, we know it's not going to match the  
14           policy --

15           MR. BLOCKER: Understood.

16           MS. LIOTTA: -- isn't that an issue for us?

17           MR. BLOCKER: Understood. Well, then we could  
18           run into the issue of potential land banking, which  
19           would -- so that is something that we need to get  
20           finality on, so...

21           MR. OLSON: So before we leave this item,  
22           we're not concurring or agreeing that our executive  
23           director should go ahead and -- because of this  
24           tenant -- because Rooms To Go is private and not  
25           come under commercial, we're not feeling that

1 negotiations on a lease will proceed without this  
2 board having a more detailed presentation; is that  
3 correct?

4 CHAIRMAN LUDLOW: No, we do -- we will have a  
5 more detailed presentation. All we're doing is  
6 just allowing him to invest the time. We're  
7 telling him, yes, invest the time, look into it,  
8 come back and give us all the options, and then  
9 we'd go to develop the lease.

10 MR. OLSON: Okay. So it would be unlike our  
11 experience of six months ago when our aviation  
12 attorney -- when the board authorized discussions  
13 and negotiations with an entity and then the next  
14 time we got it -- it was on our agenda, it was a  
15 completed agreement with -- that our board had  
16 to -- was being asked to approve an agreement that  
17 came to us two days before the --

18 CHAIRMAN LUDLOW: Right.

19 MR. OLSON: -- at a committee meeting.

20 CHAIRMAN LUDLOW: No. This is only that we're  
21 telling him he can -- yes, Courtney? You say  
22 something, too --

23 MR. PITTMAN: Yes.

24 CHAIRMAN LUDLOW: -- when you want to say  
25 something.

1           MR. PITTMAN: Mr. Olson -- I got it -- I got  
2 it, Madam Chair. Thank you.

3           So, no, so that would not happen. So we would  
4 not blindside you with a lease and say, hey, here,  
5 you've got a few days to look it over and sign it.  
6 I empathize with what Mrs. Liotta was saying about  
7 the agenda getting out late and not having enough  
8 time to look over the minutes. I take that  
9 personally, that is my fault.

10          All right. So we would not blindside you with  
11 any information. Just like I wanted -- I sent out  
12 the CFO information early. I sent out the policy  
13 early. That's -- that's the standard, not the  
14 standard that you received this weekend. I take  
15 ownership on that.

16          All right. So you will not have a situation  
17 where again -- again, I know by the book I can --  
18 I'm supposed to have two meetings about a ground  
19 lease. But one of the reasons why we have a  
20 workshop -- and I've been around before I even sat  
21 in this position coming to meetings. One of the  
22 things I've heard you-all say is it's hard to make  
23 a decision if we don't have the information.

24          And so, I want to provide you-all with the  
25 information so you can make an informed decision.

1       Just like even though I -- just like Mrs. Liotta  
2       brought up, it's a private entity. I could, as the  
3       executive director, make -- or interim executive  
4       director, make the decision to go forth with  
5       Rooms To Go. But for transparency with everybody  
6       on the board and the people in the public, I want  
7       everybody to be a part of this decision. And so,  
8       no, you will not be blasted at the last second with  
9       a lease and saying, hey, you've got to make a  
10      decision right now. I would not do that to you.  
11      You have my word and it's a matter of public  
12      record.

13             MR. OLSON: Thank you.

14             CHAIRMAN LUDLOW: Okay.

15             MR. CLARKE: Madam Chair? Just a couple of  
16      questions.

17             Is there any thought or have you done any  
18      preliminary work on updating in the Master Plan and  
19      Airport Layout Plan? The last one was -- I think  
20      it final came out in 2020.

21             MR. PITTMAN: Yes, sir. We're working on that  
22      now as we speak. It's just -- it's in its infancy  
23      stage. It's not ready to present. But that's one  
24      of the reasons why I wanted to submit a policy to  
25      you-all, so it would be my guideline --

1 MR. CLARKE: Yeah.

2 MR. PITTMAN: -- so it would fit one after the  
3 other. So that I would have the policy, then off  
4 that, I could present you an adjustment today if --  
5 if needed.

6 MR. CLARKE: I think that will make the  
7 decision on individual leases a lot easier. And  
8 then one other question for -- maybe this is for  
9 counsel. Is the 15 percent, is that -- that's in  
10 Area A, Item 8, is that part coded in the  
11 regulations or --

12 MR. BLOCKER: So my understanding is that  
13 that's a -- that's a -- that's a -- to avoid  
14 potential land banking.

15 MR. CLARKE: Okay.

16 MR. BLOCKER: So then that -- that could  
17 create some issues with FAA. So again, that --  
18 that is, that is FAA kind of guidelines.

19 So it -- I believe Mr. Roberts would be able  
20 to give a better explanation, but my understanding  
21 is that the 15 percent is kind of the threshold for  
22 land banking.

23 MR. CLARKE: Is there a way that we can take a  
24 look at the policy and make it -- make it as  
25 flexible as possible, you know, without giving us



1 the right to -- you know, to take advantage of  
2 different opportunities because things change.

3 MR. PITTMAN: If I may. I'm sorry to cut you  
4 off, Mr. Blocker.

5 MR. CLARKE: Yeah.

6 MR. PITTMAN: If we could get past this one  
7 Rooms To Go portion, I promise you most of your  
8 questions will be answered --

9 MR. CLARKE: Okay.

10 MR. PITTMAN: -- when I do the policy  
11 presentation.

12 MR. CLARKE: Okay. Yeah, that's fine. I just  
13 want to bring that up.

14 MR. PITTMAN: I got you.

15 MS. LIOTTA: So I guess I just have a point  
16 of -- a question for point of clarification.

17 MR. PITTMAN: Yes, ma'am.

18 MS. LIOTTA: Again, my question/concern is  
19 I -- it sounds like there's some ambiguity, maybe  
20 conflict in our leasing policy.

21 I don't know what's in the statute or FAA.  
22 Like what is a public benefit determination? I  
23 don't know as a board member what that litmus test  
24 is, so I would not be comfortable voting on that  
25 today. And my understanding is maybe you're -- you

1           would work with counsel --

2           MR. PITTMAN: Absolutely.

3           MS. LIOTTA: -- to clarify that and bring it  
4 back to us if the public -- if a determination  
5 needs to be made and then it could be explained to  
6 us how we're supposed to go about that.

7           MR. PITTMAN: Yes, ma'am.

8           MS. LIOTTA: Okay. So we're not voting on  
9 that today.

10          MR. PITTMAN: No. I'm just -- I'm sorry.

11          MS. LIOTTA: Okay.

12          MR. PITTMAN: We're just voting to give me  
13 permission to continue a conversation. That's all.  
14 But I will -- I will get that information for you  
15 what is a public entity. That's a great question.

16          MS. LIOTTA: Okay. So the vote -- I guess  
17 we're -- you're sort of amending your request.

18          MR. PITTMAN: Yes.

19          MS. LIOTTA: You're not asking --

20          MR. PITTMAN: I just want to know --

21          MS. LIOTTA: -- for a public --

22          MR. PITTMAN: -- can I talk -- can I talk to  
23 them.

24          MS. LIOTTA: Okay.

25          MR. PITTMAN: Do I have the approval from

1           you-all to engage in conversation with Rooms To Go  
2           with -- to get a potential lease, bring it to  
3           you-all in time, but to have the information for  
4           you so we're -- I'm not steamrolling you-all.

5           MS. LIOTTA:   Okay.

6           MR. PITTMAN:   What I want to do is get all  
7           that information for you.

8           MS. LIOTTA:   So would you like -- okay.  I'm  
9           going to say it back to you so I make sure I  
10          understand.

11          MR. PITTMAN:   Okay.

12          MS. LIOTTA:   You're asking just for like a  
13          general permission to continue discussions.  And I  
14          suppose that after you talk with counsel and you  
15          determine that we do need a public use  
16          determination, you would bring it back to us at  
17          that point to continue it further --

18          MR. PITTMAN:   Yes, ma'am.

19          MS. LIOTTA:   -- and if you don't and it turns  
20          out to be a private aviation and that's an ill --  
21          there is no public use, that that becomes  
22          irrelevant, then you would just proceed.

23          MR. PITTMAN:   That's correct.  But I still  
24          would inform you-all as --

25          MS. LIOTTA:   Okay.

1           MR. BLOCKER: And, Madam Chair, if I may.

2           Just -- just to clarify.

3           So there was a question about whether this  
4           even needed to come to the board. We still believe  
5           that we need direction from the board to allow him,  
6           because there's some -- there's some questions we  
7           need to answer for the board.

8           One of them is, do we even need to bring this  
9           back for -- because you've brought up the public  
10          use and the private use. So -- but right now, all  
11          we're seeking from the board is this direction. So  
12          for the purposes -- the way the current policy is  
13          written is it allows for transparency to bring this  
14          to the board so the board is aware of what's going  
15          on.

16          So not to speak for Mr. Pittman, but I think  
17          Mr. Pittman, as the executive director in this  
18          role, had wanted to bring this to the board. So  
19          really all we need is just approval to move forward  
20          and then either bring it back to the board for  
21          further action or to say, look, we've achieved, you  
22          know, the answers that we need to based on this  
23          conversation today.

24          MS. LIOTTA: And so, it's permission to  
25          continue to explore, not necessarily direction to

1           try to make it happen?

2           MR. PITTMAN:   Correct.

3           MR. BLOCKER:   Correct.

4           MS. LIOTTA:    Because there's threshold  
5           issues --

6           MR. PITTMAN:   Yes, ma'am.

7           MS. LIOTTA:    -- that need to be met?

8           MR. BLOCKER:   That's correct.

9           MS. LIOTTA:    Okay.

10          MR. PITTMAN:   Great questions.   Absolutely.

11          MR. OLSON:    All right.   So again, will these  
12          entities be invited to come and make a presentation  
13          to our board so that we can directly hear from them  
14          and ask questions?

15          MR. PITTMAN:   Now, I would say this.   If  
16          you -- if -- we can do this one of two ways.   We  
17          can either -- if it's -- if it finds out that it's  
18          a private entity and then I can move forward with  
19          it, like I said, I fill you in regardless of what  
20          the result is, then I would say no.

21          But if it's something public, it's a public  
22          company, then you-all have to go -- have to make a  
23          decision on it, I definitely would bring them  
24          forward to do a -- but I -- but in talking to them,  
25          they wouldn't have a problem doing a presentation.

1           MR. OLSON: And why -- why would we not want  
2           to hear from a private entity that we would be  
3           committing land -- a large amount of precious land  
4           area to? Why wouldn't we want to hear from them?

5           MR. PITTMAN: If you would like, I can make  
6           that happen. So --

7           MS. LIOTTA: Well --

8           MR. PITTMAN: -- like I was having a  
9           conversation with Mrs. Liotta --

10          MR. OLSON: I mean, Solano came in and  
11          discussed his plans with us. Joyce came in. I  
12          guess they'd be considered -- well, they'd be  
13          considered a service provider, I guess. But why  
14          wouldn't they?

15          MR. PITTMAN: Okay.

16          MS. LIOTTA: Well, I -- I guess from my  
17          viewpoint, the executive director and the rest of  
18          the staff is like a really -- it's their role, I  
19          guess, you know, to be like a first filter. So I  
20          would imagine that, you know, there may be people  
21          who come in and --

22          MR. OLSON: Oh, yeah, that's --

23          MS. LIOTTA: -- once it's reached a certain  
24          point, yes.

25          MR. OLSON: Aren't ready for prime time.

1           MS. LIOTTA: Right. But not everybody who has  
2 any interest needs to come before the board.

3           MR. OLSON: Yeah, I understand that.

4           MR. PITTMAN: Well said.

5           CHAIRMAN LUDLOW: Okay. Okay. Okay. Can we  
6 get back on topic here? All we need to do is vote  
7 to let him look into it. We didn't need everything  
8 else.

9           MR. BLOCKER: And just -- and again, there is  
10 a definition in the policy about the -- the public  
11 use. So we'll get all that to you. So based on  
12 the feedback today, I think we have -- Mr. Pittman  
13 has what he needs to, though.

14          MR. PITTMAN: Yes.

15          MS. LIOTTA: So I would like to go ahead and  
16 make a motion for the board to approve the  
17 executive director to continue exploratory  
18 discussions with Rooms To Go about a proposed land  
19 lease.

20          MR. PITTMAN: Okay.

21          MR. OLSON: May I add to -- how would I do  
22 that? Amend? I would like to add that or any  
23 other entity -- oh, well, I guess we can't. If the  
24 other entity is a service provider, he can't -- we  
25 can't include that. Okay.

1           CHAIRMAN LUDLOW: All we're doing is voting to  
2 let him investigate and use his time to do this.  
3 That's all we're voting on today.

4           MR. OLSON: Why wouldn't he do that just as a  
5 normal course of his work?

6           CHAIRMAN LUDLOW: We're supposed to vote on  
7 it.

8           MR. OLSON: Okay.

9           MS. LIOTTA: Because he just wants there to be  
10 full transparency, which I can appreciate.

11          MR. OLSON: Okay. Okay.

12          MR. PITTMAN: Thank you.

13          MS. LIOTTA: Put words in your mouth. Sorry.

14          CHAIRMAN LUDLOW: Okay.

15          MR. PITTMAN: No. Appreciate you, ma'am.

16          MS. CASH-CHAPMAN: I second the motion.

17          CHAIRMAN LUDLOW: Thank you. We have a first  
18 and a second motion. All in favor, say --

19          MR. BLOCKER: Madam Chair.

20          CHAIRMAN LUDLOW: Hold -- yes?

21          MR. BLOCKER: We need to open it up for public  
22 comment.

23          CHAIRMAN LUDLOW: Oh. I thought we had enough  
24 comment. Would the public have any comment,  
25 please? It's public comment time. Yes, Matt.



1           MR. LIOTTA: Matt Liotta, 4640 Palm Valley  
2           Road, Ponte Vedra.

3           First of all, I'd like to say that I fully  
4           support getting Rooms To Go here and them  
5           developing a ground lease. Attempted to work with  
6           them in the past and I'm hopeful that they'll find  
7           a way to get here.

8           One thing I think that is being missed with  
9           all the discussion about policy and everything else  
10          is the reality that tenants may be already here  
11          leasing space and then also developing land. That  
12          was certainly the case with Solano, it certainly  
13          was the case with me, and it will be the case with  
14          Rooms To Go, since they're a tenant at Hangar 5.

15          I think it would be in the Airport's overall  
16          community interest for the board to consider a  
17          policy of whether or not a developer of land needs  
18          to give up some of the space from existing  
19          facilities to better benefit the community. I  
20          think that's a very important topic that's worthy  
21          of discussion. Thank you.

22          MR. PITTMAN: Madam Chair, if I may. I would  
23          like to respond to that.

24          CHAIRMAN LUDLOW: You don't need to.

25          MR. PITTMAN: Okay. Well, I agree.

1           CHAIRMAN LUDLOW: Thank you. All right. Now  
2           we're going for -- we have a first and second. Any  
3           other public comment?

4                               (None.)

5           CHAIRMAN LUDLOW: With a first and second  
6           motion, all in favor, say aye.

7           MR. OLSON: Aye.

8           MR. CLARKE: Aye.

9           MS. LIOTTA: Aye.

10          MS. CASH-CHAPMAN: Aye.

11          CHAIRMAN LUDLOW: Aye. You have permission to  
12          investigate. Thank you.

13          Okay. So now you guys have got things out of  
14          order here. So are we going to do the resolution  
15          now are do east side area development?

16          MS. LIOTTA: Well, I think the resolution was  
17          the public benefit determination. Is that -- I'm  
18          sorry.

19          MR. PITTMAN: No, ma'am. No, ma'am. So we --  
20          we have the executive director search right now,  
21          and then we have the east side development  
22          resolution, is the actual resolution that I  
23          presented.

24          MS. LIOTTA: Oh, that's for the policy.

25          MR. PITTMAN: Yes, ma'am.

1 MS. LIOTTA: Sorry. Okay.

2 CHAIRMAN LUDLOW: So, I'm looking over the  
3 agenda.

4 MR. CLARKE: Executive director search.

5 CHAIRMAN LUDLOW: So we are doing the  
6 resolution.

7 MS. CASH-CHAPMAN: No, we're not there yet.

8 CHAIRMAN LUDLOW: We're doing executive --  
9 okay.

10 MS. CASH-CHAPMAN: We should be at executive  
11 director search next, but you kind of sandwiched  
12 that -- we sandwiched that in between some land  
13 issues, so -- just to mix things up a bit, I guess.

14 CHAIRMAN LUDLOW: Okay.

15 MS. CASH-CHAPMAN: So the resolution will come  
16 with the east area development.

17 CHAIRMAN LUDLOW: Okay.

18 MS. LIOTTA: Yep.

19 MR. PITTMAN: Yes, ma'am.

20 EXECUTIVE DIRECTOR SEARCH

21 CHAIRMAN LUDLOW: Okay. So executive director  
22 search. Michelle Chapman has --

23 MS. CASH-CHAPMAN: All right. Here's what I  
24 have.

25 CHAIRMAN LUDLOW: -- information for us.

1           MS. CASH-CHAPMAN: I do. I have a lot of  
2 information. And you know -- you know how I feel  
3 about writing things out for everyone to see.

4           So what I have done is I have compiled some  
5 different options. Conducting an in-house  
6 executive director search meaning we run the search  
7 in its entirety. I have put together -- and that  
8 will come with obviously my recommendations of what  
9 needs to be done and a timeline for that.

10          A hybrid approach, where we use a search  
11 form -- search firm as well as an in-house. And  
12 then of course using just a search form -- firm.  
13 My goodness, I can't speak today. So I'm going to  
14 pass these down to you guys to take a look at.  
15 There is a lot of information in them, but I just  
16 wanted to make sure we were kind of all on the same  
17 page about things.

18          I'm going to start with the in-house executive  
19 director search because, in my opinion, it allows  
20 the most flexibility and the most control, and I  
21 think we can agree that the five of us have some  
22 control issues, so we like to have complete control  
23 of things, but it does give us some flexibility, it  
24 gives us the opportunity to kind of define the  
25 timeline, and it also allows you to utilize the

1 strengths that each of us as board members have,  
2 because there is something for each of us to do to  
3 really maintain a well -- a well-rounded search  
4 here. It's also of course the most cost-effective  
5 search.

6 So the first thing we would need to do is  
7 establish a search committee. Obviously the five  
8 of us have the final say on that. And you're going  
9 to see names and things like that in here, and  
10 that's not -- that's just suggestion.

11 My suggestion would be, I think it's  
12 imperative that we have feedback from people that  
13 work day to day here in with the executive  
14 director. Not that they make the decision, but  
15 they would be allowed an opportunity by invitation  
16 to interview the person or representatives from  
17 different areas of our airport, fill out an  
18 evaluation form, and give it back to us at the end  
19 so that we can see the different interactions that  
20 people are having.

21 And so, we would have our regular board panel  
22 interview like we've done in the past, but I would  
23 also recommend we do a secondary interview panel,  
24 and that would -- I would like to see that  
25 comprised of, you know, people that work in the

1 office, people that work in maintenance, and our  
2 business partners that come to our meetings.

3 And maybe not all of them. You know, I don't  
4 think too many cooks in the kitchen is a good idea  
5 either, but I do think it's important that we get  
6 that feedback because they may pick up on things we  
7 have not picked up on. And also to do, you know, a  
8 more casual meet and greet with the entire staff.  
9 So maybe lunch is kind of casual and that sort of  
10 thing so people have the opportunity to see the  
11 faces and give us some feedback, which I think is  
12 important.

13 The two timelines that I have for this, I -- I  
14 would like to see us move quickly. I don't think  
15 that's a secret. And they kind of depend on  
16 whether or not we need to reevaluate the job  
17 description that we came up with last time.

18 If we do not need to do that, if you'd flip a  
19 couple of pages, I kind of wrote out the timeline a  
20 little bit easier. If we're adjusting the current  
21 job description, I would say that the week of  
22 December 2nd, we need to have a workshop to adjust  
23 that job description, set the case study that we  
24 would present while we're offering an interview,  
25 and that would give the candidate time to prepare a

1 case study to -- to them to present to us.

2 And it would also give us in that workshop  
3 time to review negotiable terms -- benefits,  
4 salaries, things like that -- and then we would  
5 post the job immediately that same week whenever we  
6 have it approved, which would give us, I would like  
7 to see about two weeks to have it posted and then  
8 evaluate and start to screen the applicants and  
9 hopefully be able to narrow it down to a candidate  
10 pool of three or four, which brings us to the week  
11 of December 3rd for phone interviews.

12 And then obviously we have Christmas in there  
13 and New Year's in there, so I'm trying to be aware  
14 of those as well, an on-site interview the week of  
15 January 6th with an offer made by January 10th.

16 I understand if we push it to the new year,  
17 that Mr. Olson will not be a part of that vote, in  
18 which case I would highly recommend that he is on  
19 that secondary panel of interviews, as well,  
20 because he has invested a lot into this airport and  
21 into this search and I think that his -- his input  
22 is valuable to us.

23 The other way we could go, if there are no  
24 adjustments to the original job description, we  
25 could post it, I mean, this week. We can get it

1 posted. And that kind of bumps everything up.

2 The week of December 2nd, I still think a  
3 workshop would be needed for the same things:  
4 Review the applicants, set candidate pool to three  
5 or four, set a case study and review negotiable  
6 terms. The week of December 9th, conduct phone  
7 interviews. The week of December 16th, on-site  
8 interview. And Merry Christmas, we can offer  
9 someone a job. So that's kind of the timeline part  
10 of it.

11 As far as posting, we would post it in the  
12 same places as before with the addition of the  
13 aviation job boards that we were unable to utilize  
14 in the last search. So, I don't think that it's a  
15 secret that our airport is looking, so I don't know  
16 that we need to necessarily keep it open for four  
17 months, six months, things like that. And then we  
18 would ask our legal counsel to collect the resumes  
19 and retract the names and the contact information  
20 until we have things narrowed down to a candidate  
21 pool of three or four.

22 And again, that is for two reasons. Number  
23 one, I just don't think it's right to discuss  
24 people until we're serious about them. You know, I  
25 don't want to rip someone's resume apart and be



1       like, uh, what were they even thinking? Like, you  
2       just -- I want to be respectful that there are  
3       people behind these papers. I also want to  
4       maintain transparency and I want to make sure that  
5       none of us are allowing known or unknown biases to  
6       influence our decisions in any way and we can go  
7       clearly on the facts on the paper.

8               Obviously we would encourage source candidates  
9       internally if there are people on staff already  
10      that want to apply. I don't think that's a secret,  
11      either, that we would encourage them to do that.  
12      And -- so the preliminary screening panel  
13      interviews, things like that, would all be spelled  
14      out in that timeline we just did.

15             After the interviews, we would probably plan  
16      to spend some extra time together as the five of us  
17      and continue our discussions until we come to  
18      hopefully a consensus. And then I am happy to do  
19      background checks, I've done them before, call --  
20      I'm sorry, verify references and things like that.  
21      We would hire someone, outside HR, to do a  
22      background check.

23             As far as extending offers and negotiating  
24      terms, if necessary, I think that Ms. Liotta still  
25      be a good choice to do that as she's done it in the

1 past and she's our resident attorney on the board,  
2 so she's got some extra negotiation skills that can  
3 come in handy. And that's kind of what an in-house  
4 search would look like.

5 The other searches, if we use a firm, we're  
6 looking at a longer timeline. We're looking at a  
7 higher cost. We've been down that road before. I  
8 mean, it's obviously still an option; I'm only one  
9 vote on this board. We had discussed doing a  
10 hybrid before with other firms. I don't know that  
11 we need to do that, but the options are of course  
12 there. I didn't really spell too much out for  
13 those because I -- you know, we've done it before.  
14 We know what that looks like, we know how long it  
15 takes, we know what it costs. So that is what I  
16 have for all of you.

17 CHAIRMAN LUDLOW: Well, thank you. And that's  
18 exactly, you know, what you were tasked to do, is  
19 bring in different ideas and -- and things like  
20 this. But I have to say, boy, but you really sped  
21 that up on us because I just --

22 MS. CASH-CHAPMAN: I do talk fast, I'm sorry.

23 CHAIRMAN LUDLOW: -- want to say, we've  
24 immediate so -- we've made mistakes in the past,  
25 you know, so let's not do it again. You already

1 have us hiring somebody by January.

2 MS. CASH-CHAPMAN: Well, I think it's  
3 important that we have a timeline because it's been  
4 two years.

5 CHAIRMAN LUDLOW: But that's fine. We can  
6 have a timeline. I mean, this is what we asked you  
7 to do, is find different ways to do it. So you  
8 have shown us that we could either do in-house  
9 and -- and how that would happen or we can hire out  
10 some -- we can hire it out by a firm.

11 The one thing you didn't mention was  
12 bringing -- if we do it in-house, you know, it  
13 can't be put on staff and it should not be put on  
14 the board. And by the way, post same places as  
15 before, we don't know where they were posted  
16 before --

17 MS. CASH-CHAPMAN: We have had this  
18 conversations so many times --

19 CHAIRMAN LUDLOW: I know --

20 MS. CASH-CHAPMAN: -- Ms. Reba. We posted  
21 it --

22 CHAIRMAN LUDLOW: And we --

23 MS. CASH-CHAPMAN: -- on LinkedIn.

24 CHAIRMAN LUDLOW: We did not know where they  
25 were posted before.

1           MS. CASH-CHAPMAN: I'm so sorry that you  
2 haven't heard me every time I've said that for two  
3 years.

4           CHAIRMAN LUDLOW: I suggest that we all look  
5 into this because we didn't -- we definitely --  
6 this is what we wanted you to do, to bring us  
7 different options here, and I suggest that we look  
8 into it and talk about this in December. I mean,  
9 that's holiday season and it's not a good time to  
10 be advertising for help, you know, as far as I'm  
11 concerned. And so, anyway, that's my suggestion.  
12 What do you think, Dennis?

13           MR. CLARKE: Should we schedule a workshop  
14 to -- we're going to do everything in the Sunshine,  
15 so I think we need to schedule a workshop for it.

16           CHAIRMAN LUDLOW: Okay. Well, I was hoping --

17           MS. CASH-CHAPMAN: I suggested a December 2nd  
18 workshop.

19           CHAIRMAN LUDLOW: That's your suggestion.

20           MS. CASH-CHAPMAN: It is.

21           MS. LIOTTA: I -- I appreciate the work  
22 Ms. Cash-Chapman has put into this. I also  
23 appreciate the 600-plus days that the airport has  
24 been without an executive director.

25           And I am a little bit embarrassed by our

1 collective inability to come up with a timeline and  
2 stick to it. And I really do believe it is time to  
3 put dates on it and have it to a board vote so  
4 there can be no more confusion as to what we're  
5 supposed to do and when.

6 And I think that's what we're -- we really  
7 need to do, in my opinion. And others may  
8 disagree, and I -- that's why I think it's  
9 important to talk about it and have a vote and have  
10 clarity. I think the community deserves to know  
11 what -- what we are doing as a board and when they  
12 can expect it from us. And I think that's a --  
13 that an easy enough thing for us to do.

14 CHAIRMAN LUDLOW: You weren't recognized, but  
15 that's okay. And, Bob, would you like to say  
16 something?

17 MR. OLSON: No. Actually, it's -- I'm at the  
18 point that I probably shouldn't have a huge amount  
19 of input into someone that the future board will be  
20 hopefully dealing with for and in looking to  
21 executive leadership going forward. But I'm very  
22 happy to be with the process --

23 CHAIRMAN LUDLOW: Well, I will --

24 MR. OLSON: -- whichever is the one that  
25 works.

1 MS. LIOTTA: Well, I --

2 CHAIRMAN LUDLOW: -- agree to a December 2nd  
3 workshop, but we need to be able to go through  
4 these things. It -- you just telling us this  
5 really isn't sufficient. You -- you did bring it  
6 to us and that's an excellent job.

7 MS. LIOTTA: May I be recognized?

8 CHAIRMAN LUDLOW: So I think a December 2nd  
9 workshop, I hope not.

10 MS. LIOTTA: Well, the December 2nd workshop,  
11 to clarify, my understanding of the work would only  
12 be necessary if there was to be an adjustment to  
13 the existing job description.

14 CHAIRMAN LUDLOW: Oh, there definitely will be  
15 adjustments.

16 MS. LIOTTA: Well, if we decide as a board to  
17 do that.

18 CHAIRMAN LUDLOW: Yes, there will be -- the  
19 one thing we don't know, we don't know the job  
20 description.

21 MS. CASH-CHAPMAN: Well, it's the same job  
22 description that we agreed on as a board.

23 CHAIRMAN LUDLOW: We don't -- nobody knows  
24 what that was, nor --

25 MS. CASH-CHAPMAN: I don't know why you keep

1 saying that.

2 CHAIRMAN LUDLOW: -- do we know where it went.  
3 Okay. I will agree to a December 2nd workshop so  
4 we have time to go over these things.

5 MS. LIOTTA: That's --

6 CHAIRMAN LUDLOW: Do I hear a motion for a  
7 December 2nd workshop or more discussion?

8 MS. LIOTTA: No, that's --

9 MR. OLSON: What was the purpose that,  
10 Michelle, what was the -- under your plan, what was  
11 the December 2nd workshop to be?

12 MS. CASH-CHAPMAN: So -- thank you for asking  
13 that. So there were two options. I think we still  
14 need to meet December 2nd regardless.

15 If we're doing an in-house search, the  
16 December 2nd meeting would be for, if we needed to  
17 make adjustments to the job description, we would  
18 do that. It is the same job description that this  
19 board voted and agreed on previously --

20 MR. OLSON: Okay.

21 MS. CASH-CHAPMAN: -- that we have all laid  
22 eyes on. So we could adjust that if we decide we  
23 need to. As well as set the case study so when we  
24 do offer interviews, we are prepared and we're not  
25 pushing it off for more months, as well as

1 reviewing any negotiable terms, again so that we  
2 are prepared when we do offer.

3 If we do not need to make adjustments to the  
4 job description, it would still be to set the case  
5 study, review negotiable terms, and to review the  
6 applicants.

7 MR. OLSON: Okay. So --

8 MS. CASH-CHAPMAN: Either way, I think a  
9 December 2nd workshop is necessary. I think the  
10 terms inside of it will --

11 MR. OLSON: Yeah, that's -- that's my  
12 overarching feeling, is sort of agreement, that my  
13 goodness, we've been without an executive  
14 director --

15 CHAIRMAN LUDLOW: Yes. And aren't we doing  
16 well?

17 MR. OLSON: -- for two years. And --

18 CHAIRMAN LUDLOW: Great job, Courtney.

19 MR. OLSON: -- I think we -- we're constrained  
20 by not having acted on it over the last two years.  
21 So I'm --

22 CHAIRMAN LUDLOW: Well, both -- what we needed  
23 for an interim executive director was at least keep  
24 us going and keep our boat floating. And I have to  
25 say Courtney has made major headways in that.



1           We have had no problems. Everything has gone  
2           extremely well. And I -- we -- we -- that's just  
3           pushing that too fast. We have made so many  
4           mistakes. It doesn't look good for us to go ahead  
5           and have it out again. We've had four executive  
6           directors in 18 months or something. So I -- I --  
7           we don't -- it isn't an emergency.

8           MS. LIOTTA: Well, we still don't have an  
9           executive director, we have an interim executive  
10          director. And all due respect, I do believe there  
11          is a difference between those two and that the  
12          airport would benefit from having this matter  
13          settled.

14          And I believe we need a timeline and we should  
15          vote on what our -- we should make a vote today on  
16          what we're going to do. My recollection is, and  
17          it's been a while, that we've -- we've previously  
18          voted on doing this and --

19          CHAIRMAN LUDLOW: Well, nobody's seen --

20          MS. LIOTTA: -- we were -- we voted to proceed  
21          with an executive director search, and that has  
22          been delayed and delayed and delayed to the point  
23          where I think we need to resolve it. And I --  
24          you've made your views on Mr. Pittman very --

25          CHAIRMAN LUDLOW: And you have, too.

1           MS. LIOTTA:  -- very clear, yes, and that is  
2 all fine --

3           CHAIRMAN LUDLOW:  Yeah.

4           MS. LIOTTA:  -- but that does not -- it is  
5 appropriate for us to do our jobs --

6           CHAIRMAN LUDLOW:  Okay.

7           MS. LIOTTA:  -- and finish the executive  
8 director search.

9           CHAIRMAN LUDLOW:  I suggest that we have the  
10 December 2nd workshop.  And in the meantime,  
11 Michelle, will you please furnish us with places  
12 that you think --

13          MS. CASH-CHAPMAN:  They're written on there.

14          CHAIRMAN LUDLOW:  -- these should be posted?

15          MS. CASH-CHAPMAN:  Yep, it's right on there.  
16 Already done.

17          MS. LIOTTA:  I think --

18          CHAIRMAN LUDLOW:  Well, see, that's the thing.  
19 We haven't had time to look at it.

20          MS. CASH-CHAPMAN:  And I know I've said it 500  
21 times in the past year --

22          CHAIRMAN LUDLOW:  I know.

23          MS. CASH-CHAPMAN:  -- that we've done this,  
24 LinkedIn and Indeed.  500 times at least.

25          CHAIRMAN LUDLOW:  Show me.

1 MS. CASH-CHAPMAN: Show you things from two  
2 years ago on the Internet? Love to. I'd love to.

3 CHAIRMAN LUDLOW: Yes, show me.

4 Can we vote on a December 2nd workshop,  
5 please?

6 MS. LIOTTA: I guess a point of clarification.

7 Ms. Chapman's presentation talked about  
8 different options that would affect what the topic  
9 of that workshop is going to be and that meant  
10 deciding on a timeline. And I guess as a threshold  
11 matter, deciding if we're going to farm this out to  
12 an outside search firm, then I don't know that we  
13 would need the December 2nd time -- workshop. What  
14 do you -- would we need that?

15 MS. CASH-CHAPMAN: Well, if we're not doing it  
16 in-house, then we would not need a workshop, we  
17 would say go hire someone and that would be that.

18 CHAIRMAN LUDLOW: Okay.

19 MS. LIOTTA: So I guess I don't know that --

20 MS. CASH-CHAPMAN: So we need to decide what  
21 we're doing.

22 MS. LIOTTA: -- we need to do a -- maybe to  
23 break this down logically, I don't know that we  
24 need a formal vote, but can we take -- get maybe a  
25 consensus? Is the board looking to hire an outside

1       firm to take this from us because we can't get it  
2       done ourselves?

3           CHAIRMAN LUDLOW:   That's a terrible way to put  
4       it --

5           MS. LIOTTA:   I think that --

6           CHAIRMAN LUDLOW:   -- that we can't get it done  
7       ourselves.

8           MS. LIOTTA:   -- there may be some feeling in  
9       the community that that's where we're at.

10          CHAIRMAN LUDLOW:   Well, and where are your  
11       firms here that you suggested?

12          MS. CASH-CHAPMAN:   So I didn't do -- I  
13       didn't --

14          CHAIRMAN LUDLOW:   You didn't suggest any  
15       outside firms.

16          MS. CASH-CHAPMAN:   No.   I said what the  
17       process would like because we've already --

18          CHAIRMAN LUDLOW:   Okay.

19          MS. CASH-CHAPMAN:   -- done the research on the  
20       firms, so that would be re-creating the wheel.

21          CHAIRMAN LUDLOW:   Okay.

22          MS. CASH-CHAPMAN:   We've already hired firms.  
23       Mr. Olson's done extensive research on the  
24       different firms.

25          CHAIRMAN LUDLOW:   Well, the one thing we have

1 not looked into at all is local. I mean, what we  
2 have looked into in the past has been someone that  
3 charged us, you know, a great amount of money. But  
4 we haven't looked into a local person for us -- a  
5 local company to get this done.

6 So I still think we need more work in looking  
7 at what you -- what you brought us. This is  
8 wonderful, but I don't think we should move so  
9 quickly. I just think that it's too quick.

10 MR. OLSON: If we're looking at a search firm  
11 option --

12 CHAIRMAN LUDLOW: We would have --

13 MR. OLSON: -- we need to -- in my view, need  
14 to go to a firm that has the specialty in airport  
15 executive recruitment.

16 The reason they can act so quickly is that  
17 they have -- they are totally constantly in touch  
18 with a stable of executive directors that want to  
19 move up or move over and are looking for fresh  
20 opportunities.

21 And so, they don't have to go through the  
22 process of -- of extensively going out to the  
23 marketplace and advertising, which they do.  
24 They -- they have -- they do -- they proceed with a  
25 lot of very efficient matchmaking with who's

1 looking and what's open.

2 And firms like, and we used them in the past,  
3 as just an example, ADK, regularly post not only  
4 job openings, but placed positions with airports,  
5 placed executives as announcements, and everybody  
6 that is a professional in the airport management  
7 world doesn't want to miss reading that every -- I  
8 think it comes out biweekly online. I don't know  
9 if anyone else on the board has seen that, but it's  
10 extensive. That's one firm.

11 When I -- a year ago I guess when I was tasked  
12 with looking -- bringing forth firms that  
13 specialized in this, there were four. ADK happened  
14 to be the least expensive. Korn Ferry, which is an  
15 international executive search firm, has a division  
16 that does airport executive search work, they were  
17 I think, as I recall, twice as expensive as ADK.

18 And then there's a couple -- there's a one-man  
19 operation in Chicago that seems impressive in that  
20 he totally spends all his day in the airport  
21 management world. But that's not as -- I would say  
22 that's the, sort of the smallest entity that does  
23 it and they don't appear -- they don't have the  
24 presence online that ADK has.

25 So that's -- it's about four firms that you

1 have out there.

2 CHAIRMAN LUDLOW: Well, I don't think we  
3 should decide on one today, but I tell you what, I  
4 don't think we should try to do it in-house.

5 MR. CLARKE: Let me ask a question.

6 Mr. Pittman, don't we belong to the Florida,  
7 what is it, Aviation Council? And they have a --

8 MR. PITTMAN: That is correct.

9 MR. CLARKE: -- a service that helps to  
10 facilitate this?

11 MR. PITTMAN: Absolutely.

12 MR. CLARKE: I think we should avail ourselves  
13 to their services. I agree with Madam Chair that  
14 we -- we should not be doing this in-house,  
15 especially putting any burden on the staff. The  
16 staff has plenty of work to do, you know, without  
17 getting involved.

18 MS. LIOTTA: Well, actually, I was -- I think  
19 one of thing I was going to bring up on this topic  
20 was -- and I have a question for counsel.

21 Would it be within the scope of our engagement  
22 of your firm to handle the administrative matters  
23 around the executive director search? E-mails,  
24 coordinating meetings, that sort of thing, to take  
25 it off the staff?

1           MR. BLOCKER: Madam, if it's -- if it's the  
2           wish of the board, we can help facilitate whatever  
3           the board needs.

4           MS. LIOTTA: So I think that would -- if we  
5           decide to do this in-house, or even if we don't and  
6           there ends up being some kind of admin aspect to  
7           it, I think it would be appropriate to make sure  
8           that that gets moved over to our general -- general  
9           counsel's firm for a couple of reasons.

10          One, the -- it takes the work off of the  
11          staff, as Dennis mentioned; and, two, removes any  
12          appearance of impropriety or conflict of interest  
13          or interference with the executive director search,  
14          because Mr. Pittman is actively interested in  
15          becoming permanent executive director, and this  
16          would be I think beneficial and, you know, what the  
17          airport needs to do to move this forward and  
18          resolve all of those -- those issues.

19          CHAIRMAN LUDLOW: Well, again --

20          MS. LIOTTA: And so, in doing so, then there  
21          wouldn't be a reason to delay or slow down because  
22          staff would simply not be burdened.

23          CHAIRMAN LUDLOW: Again, I'd like to look into  
24          this. And I will tell you for a fact I checked  
25          into Florida Aviation Council and they said we



1       would be a laughingstock, that they would not  
2       recommend anybody to come down here with our  
3       reputation of four in 18 months. And they said I  
4       suggest you wait -- you're doing good. I suggest  
5       you wait and -- and get stable and then people will  
6       want to come here. But right now, who would want  
7       to?

8               So, I -- I definitely believe it would --  
9       definitely would not be done in-house. I know we  
10      we're already paying Jeremiah \$8,500 a month, and  
11      this won't be -- and that will be added to that.

12             MS. LIOTTA: No.

13             CHAIRMAN LUDLOW: Yes, it will.

14             MS. LIOTTA: No, they charge a flat fee. But  
15      we can always general counsel if it would be a flat  
16      fee or extra.

17             CHAIRMAN LUDLOW: Would this be an extra job?  
18      I mean, would you charge extra for having your  
19      staff look at -- get the resumes, look at the  
20      resumes, and vet them for us?

21             MR. BLOCKER: Madam Chair, this would be  
22      additional work --

23             MS. LIOTTA: Okay.

24             MR. BLOCKER: -- so, you know, we -- you know,  
25      we want to -- we want to help the board and serve

1 the board as much as possible. I would like a  
2 chance kind of for us to kind of talk to staff and  
3 figure out -- you know, our staff internally, but,  
4 you know, I'm not prepared to give a definitive  
5 answer to that.

6 MS. LIOTTA: Okay.

7 MR. BLOCKER: But we can certainly, you know,  
8 help however y'all as -- as a board, if y'all  
9 direct us to do something.

10 CHAIRMAN LUDLOW: I agree on the December 2nd  
11 workshop. That gives us time to look into this.  
12 And I don't think we should make any decisions  
13 today, I mean, I think other than to say thank you  
14 for a great job. You did exactly -- we asked you  
15 to define the process and you outlined the process.  
16 That's exactly what we asked you to do.

17 MS. LIOTTA: So I think we need some clarity.  
18 And I also have a point of, I guess, procedure. So  
19 the job description, I believe was already  
20 previously voted upon and approved.

21 CHAIRMAN LUDLOW: I haven't seen it. I want  
22 to see it.

23 MS. LIOTTA: And if that needs to be refreshed  
24 in anybody's memory, we can -- we can go back and  
25 verify that.

1           But I was looking at our meeting policy  
2           recently, and I notice that if anything is brought  
3           back to the board for reconsideration after it's  
4           previously been voted upon, it is going to require  
5           a four out of five vote to change the outcome.

6           So I think unless we have very very strong  
7           feelings about the job description, there's no need  
8           to -- to revisit it.

9           CHAIRMAN LUDLOW: Yes, I think --

10          MS. LIOTTA: So it's going to take a four out  
11          of five vote to change it, just as an -- just as an  
12          FYI. As far as I can tell, that's my read of our  
13          policy.

14          Second is to give us some clarity and some  
15          direction on what we are doing here. I believe we  
16          do need a vote. As a threshold matter, are we  
17          going to do this in-house or are we going to go get  
18          an outside firm, whoever that may be, to handle the  
19          search for us? I think that's the issue right now  
20          before us that I would like us to make a  
21          determination on.

22          MS. CASH-CHAPMAN: So I think it would be  
23          between a full -- so when we talked about that  
24          hybrid one, I know we had spoken about this before,  
25          about hiring a local HR firm to do that. So it's

1 still technically an in-house search because we're  
2 not going to a national aviation search firm. So I  
3 think --

4 CHAIRMAN LUDLOW: Possibly.

5 MS. CASH-CHAPMAN: I'm sorry?

6 CHAIRMAN LUDLOW: Possibly.

7 MS. CASH-CHAPMAN: Right. So -- so when we're  
8 talking about those options, I think it's important  
9 to remember that one is full in-house, one would be  
10 hiring an HR firm that can take on that  
11 administrative part.

12 MS. LIOTTA: Okay.

13 MS. CASH-CHAPMAN: Do you know what I'm  
14 saying?

15 MS. LIOTTA: That sounds like in-house, but  
16 I -- I don't like the idea of doing full in-house,  
17 because I do think the admin should be taken --

18 MS. CASH-CHAPMAN: Right.

19 MS. LIOTTA: -- off of staff, for reasons I  
20 mentioned. So whether that's -- we utilize outside  
21 counsel at some additional billables or whether we  
22 have an HR firm doing that more administrative,  
23 I -- I see those as kind of maybe --

24 MS. CASH-CHAPMAN: It's kind of like a  
25 hybrid --

1 MS. LIOTTA: It's -- it's --

2 MS. CASH-CHAPMAN: -- and then a search firm.

3 MS. LIOTTA: Yeah. And so, I see hybrid as a  
4 version of in-house because we're still maintaining  
5 most of the control.

6 MS. CASH-CHAPMAN: Right.

7 MS. LIOTTA: Is that what -- is that how  
8 you're intending that to be?

9 MS. CASH-CHAPMAN: I would think so --

10 MS. LIOTTA: Okay.

11 MS. CASH-CHAPMAN: -- because then we're still  
12 seeing every applicant that comes through. I know  
13 that's important to some board members. But we're  
14 not necessarily doing the organization and the  
15 coordination of all of the administrative tasks  
16 that go along with it.

17 MS. LIOTTA: Okay. So, then would you agree  
18 that if we voted on outside search firm versus  
19 in-house, that the hybrid would fall under a  
20 version of in-house if we get -- if we that --

21 MS. CASH-CHAPMAN: I would, but I don't know  
22 how everyone else feels.

23 MR. OLSON: Under the in-house that we're  
24 talking about, how would have advertising and  
25 promotion of the position opportunity be done? How

1           would that get out to the world?

2                   CHAIRMAN LUDLOW:   We can do this in a  
3           workshop.

4                   MR. OLSON:   How would that get out to the  
5           world?

6                   MS. CASH-CHAPMAN:   However we decide.

7                   MR. OLSON:   I mean -- well, would it be the HR  
8           firm or the law firm that --

9                   MS. CASH-CHAPMAN:   I think so.   I think that  
10          would fall under the administrative tasks.   So if  
11          we're looking to hire a local HR firm to do  
12          something like that, that would fall under them.

13                   MR. OLSON:   Okay.

14                   MS. LIOTTA:   And we could potentially maybe  
15          get pricing from firms, an estimate from outside  
16          counsel on -- because if it's truly administrative,  
17          we would just say, you know, here are the things --  
18          we would define the tasks and say, here, you can  
19          get some pricing.

20                   CHAIRMAN LUDLOW:   Can we vote on a workshop?

21                   MS. LIOTTA:   No, ma'am.   I'm asking for a vote  
22          on whether we're going to do a search firm which  
23          gives us one branch of activities or in-house which  
24          gives us a different branch of activities.

25                   CHAIRMAN LUDLOW:   I think we need to look into

1           this more.

2           MS. LIOTTA: I would like to have a vote  
3           tonight on that threshold issue, which I don't  
4           think needs any further -- in my view, doesn't need  
5           any further discussion. I think that the choices  
6           are clear as to what the differences are going to  
7           be and what the workload is going to be. Timeline  
8           might be --

9           CHAIRMAN LUDLOW: I don't see that.

10          MS. LIOTTA: -- a little unknown depending on  
11          which branch we pick, but I think we can all vote  
12          on that tonight.

13          CHAIRMAN LUDLOW: I'd like to know your  
14          opinion, Dennis and Bob.

15          MR. CLARKE: I don't want to talk about this  
16          anymore until we have a workshop. You know,  
17          it's --

18          CHAIRMAN LUDLOW: I agree.

19          MR. CLARKE: I'm not in favor of doing it  
20          in-house. I've already said I would defer. I  
21          would like to talk to the Florida Aviation Council  
22          first, and if they don't work out, go to an outside  
23          search firm. But I do not want to do this  
24          in-house.

25          MS. LIOTTA: What's the Florida Aviation

1 Council? They don't do searches for people, do  
2 they?

3 MR. OLSON: No, they -- they --

4 MR. CLARKE: They have all kind of  
5 resources --

6 MR. OLSON: -- have resources --

7 MR. CLARKE: -- and people in the --

8 MR. OLSON: And they do training.

9 MR. CLARKE: Correct.

10 MS. LIOTTA: Okay. That's what I thought. So  
11 they're not really --

12 MR. CLARKE: I want to get advice from them --

13 MS. LIOTTA: -- placement --

14 MR. CLARKE: -- before we proceed with this.

15 MR. OLSON: No, they're not.

16 MR. CLARKE: It's -- it's not going to --  
17 we're not going to be able to do it in-house.

18 MS. CASH-CHAPMAN: It just seems like this is  
19 kind of research stuff that we probably should have  
20 done two years ago. So, you know, we've been --  
21 we've been adding executive director search so  
22 long, and now we're going to keep pushing it and  
23 pushing it and pushing it.

24 So I think it's important at some point that  
25 we come up with a timeline. It doesn't have to be



1 the one I suggested, but I think we owe it to  
2 ourselves and to this community to have a set  
3 timeline. And I don't think we need to wait for a  
4 workshop to discuss it because it is an agenda  
5 item. We planned to talk about this tonight and I  
6 think we need to talk about it.

7 CHAIRMAN LUDLOW: No, we planned to look over  
8 your -- what your -- what you were tasked to do.  
9 We planned to look that over. We have not had time  
10 to look that over. That does not mean that we're  
11 voting on anything today. We asked you to --

12 MS. CASH-CHAPMAN: I'm asking for a timeline.

13 CHAIRMAN LUDLOW: -- show us some options.

14 MS. CASH-CHAPMAN: I'm not asking you to vote  
15 on anything. I'm asking for a timeline. You said  
16 you want to wait.

17 CHAIRMAN LUDLOW: You said executive search.

18 MS. CASH-CHAPMAN: Do you want to wait six  
19 months?

20 CHAIRMAN LUDLOW: No.

21 MS. CASH-CHAPMAN: Do you want to wait 12  
22 months? You haven't said, so it's hard for me to  
23 wrap my head around it.

24 CHAIRMAN LUDLOW: You what -- you know, we  
25 don't have a problem or we don't have an emergency

1 right now. I -- I -- that is pushing it way too  
2 fast, way too fast.

3 We haven't had time to do -- we haven't even  
4 had time to look over your suggestions. So I  
5 still -- we'll go for a workshop, you know, to go  
6 and then by then maybe you'll bring the job  
7 description. Maybe you'll bring --

8 MS. CASH-CHAPMAN: You can probably just look  
9 in the records because we voted on it before.

10 CHAIRMAN LUDLOW: Maybe you would bring where  
11 it was posted before, you know, and we can have  
12 something else to look at, so...

13 MS. LIOTTA: Well, I would like to make a  
14 motion that the Airport Authority do the executive  
15 director search as an in-house process.

16 CHAIRMAN LUDLOW: There's no second --

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

18 CHAIRMAN LUDLOW: -- so it fails.

19 MS. CASH-CHAPMAN: I was giving everyone else  
20 an opportunity. Do we have to open it to public  
21 comment now?

22 CHAIRMAN LUDLOW: We have a motion and a  
23 second to make decisions right now. Can we have  
24 public comment, please?

25 MR. LIOTTA: Matt Liotta again.

1           I looked through the transcripts of the  
2       previous meetings that were available. There's  
3       obviously some delay in getting more recent ones.  
4       But it would seem that in May when Courtney came  
5       on, that this matter came up and the discussion  
6       then was some of you wanted to wait and give some  
7       time, and others thought that time's going to pass  
8       and you needed to start moving forward on the  
9       search.

10           And, you know, there was sort of a mention  
11       back in May that maybe just wait a few months.  
12       Well, it's six months later now, right? And if I  
13       remember correctly, maybe I don't remember  
14       correctly, but isn't the contract for six months?

15           But regardless, there was then another meeting  
16       June/July where it was discussed that there was  
17       going to be some resumes and then it was going to  
18       be at a workshop, and then the workshop happened  
19       and it was going to be processed.

20           It seems like at every turn, there's a new  
21       reason to do something later. I think you as a  
22       board should just decide right now, you know, are  
23       you going to actually pick an executive director,  
24       even if it's the interim one that becomes  
25       permanent, or are you just going to pretend that

1       you never want to choose and let things happen to  
2       you where every executive director stays until they  
3       resign for whatever unknown reason and just let  
4       things keep happening?

5               CHAIRMAN LUDLOW:  Is this a conflict for --  
6       Jeremiah, is this a board conflict for the Liottas,  
7       board member?

8               MR. BLOCKER:  Madam Chair, because this is  
9       public comment --

10              CHAIRMAN LUDLOW:  Oh, sorry.

11              MR. BLOCKER:  -- the public can.

12              CHAIRMAN LUDLOW:  Thank you.  Sacha.

13              MS. MARTIN:  Sacha Martin, 133 Coastal Hollow  
14       Circle.

15              I've been at meetings throughout this whole  
16       process, and I think that what has happened is that  
17       the circumstances have changed.  And also, because  
18       the circumstances have changed, perhaps the  
19       definition that you put together for a candidate  
20       may have changed as well.

21              And I remember the disasters that have  
22       happened in the last -- I won't even go into them.  
23       But, you know, there's one guy whose airport  
24       consisted of a building that looked like a  
25       cardboard shack, you know.

1           I mean, I -- I don't understand why -- sure  
2       it's been months, but also everything's changed in  
3       the last year, very much so. And I don't  
4       understand why this important decision is not made  
5       by -- we have a new incoming board member. And I  
6       don't see how Bob can realistically make any  
7       comments on -- on the future going forward when he  
8       is not going to be here.

9           So, I -- I don't think that there should be  
10      that much pressure when there hasn't been -- when  
11      we've seen all these changes that have happened in  
12      the last year. I mean, I won't go into all of  
13      them. But we've gone through executive directors.  
14      We've gone through operations people. We've gone  
15      through --

16           MR. CLARKE: Accounting.

17           MS. MARTIN: -- people suing, you know, former  
18      executive directors and operations people. And  
19      it's not been easy, an easy road. And I think the  
20      statement that if you check with the Federal  
21      Aviation, whatever, Authority or whatever it is --

22           CHAIRMAN LUDLOW: Council.

23           MS. MARTIN: -- that they can be very helpful  
24      and an input as to when the proper time is for the  
25      board to -- to determine when it's good to start to

1 interview candidates for executive director.

2 CHAIRMAN LUDLOW: Thank you. Very good point.

3 Jack Gorman?

4 MR. GORMAN: I'll be brief. If I can get up.

5 Well, first of all, I'd like to say that I  
6 think Mr. Pittman's done -- you know, he's really  
7 working hard at this. You know, it's an  
8 opportunity and he's worked hard at it and he's  
9 trying and -- as best he can. It's kind of been  
10 dropped on him.

11 But to me, the coconut telegraph is really a  
12 powerful thing. If you just sat and made -- now  
13 it's just a suggestion -- and in a 500- to  
14 600-mile, an 800-mile, whatever, radius and sent a  
15 letter from the board, signed by the board,  
16 whatever, saying that you are looking for an  
17 executive director, the coconut telegraph starts.  
18 And all the directors that are there call all their  
19 friends and say, hey, do you know St. Augustine is  
20 looking for an executive director, period. And  
21 then see what happens.

22 Shorten the timeline. If you -- you know,  
23 shorten the timeline to something relatively short.  
24 And if you don't get a lot of good, then you go to  
25 a firm. But try that and see what happens.

1 CHAIRMAN LUDLOW: The --

2 MR. GORMAN: I kind of agree with -- with Matt  
3 here that, you know, this is going forever.  
4 Although I do think Mr. Pittman's done a good job.

5 MR. BLOCKER: Mr. Gorman, could you put your  
6 address on the record, please?

7 MR. GORMAN: My address on the record, yes.  
8 Thank you for reminding me. I'm just been at this  
9 so long.

10 AUDIENCE MEMBER: You just have to state it.

11 MR. GORMAN: Oh, on the record. Oh. Okay.  
12 By the way, can I just say I don't think the audio  
13 works very well anymore.

14 CHAIRMAN LUDLOW: It doesn't.

15 MR. GORMAN: It just doesn't. Those little  
16 microphones doesn't work great, either, but there  
17 must be some other solution.

18 CHAIRMAN LUDLOW: Yeah. No, I was --

19 MR. GORMAN: This is -- my name is John  
20 Gorman, 795 Stokes Landing Road.

21 CHAIRMAN LUDLOW: Thank you, Jack.

22 MR. PITTMAN: Madam Chair?

23 CHAIRMAN LUDLOW: Yes.

24 MR. PITTMAN: This --

25 MS. MARTIN: You didn't say your address.

1 MR. GORMAN: 795 Stokes Landing Road.

2 MS. MARTIN: Oh.

3 MR. GORMAN: That's okay.

4 CHAIRMAN LUDLOW: Get over --

5 MR. GORMAN: I forget to do anything, so...

6 MR. PITTMAN: And, Madam Chair, for the  
7 record, I would just like to say I don't have a  
8 contract. I'm not under contract. This is at  
9 will.

10 CHAIRMAN LUDLOW: Jack, I think --

11 MR. OLSON: Len.

12 CHAIRMAN LUDLOW: Oh.

13 MR. TUCKER: Len Tucker, 51 Avista Circle.

14 I think the thing we need to establish here is  
15 it's really not an emergency. Everything is  
16 working well with Mr. Pittman. He's done a great  
17 job.

18 What is an emergency in my opinion are the  
19 shortage of staff members to support him because  
20 there's been a significant turnover in that area.  
21 And until you can get all of these pieces  
22 functioning correctly, you're going to ask a brand  
23 new executive director to come in and start from  
24 scratch. That's going to be real difficult.

25 So I'd just let it proceed out however it



1 needs to proceed out in order to try to get things  
2 smoothed out and get some key personnel in to  
3 support the operation here at the airport and then  
4 you can proceed with doing the executive director.

5 Let's not rush into it. It's -- he's not  
6 broken. He's doing a great job as it is. So I  
7 don't think -- we need to just -- we just need to  
8 focus on some other key personnel that are  
9 essential at the airport.

10 CHAIRMAN LUDLOW: Thank you. Public comment?  
11 Any other public comment?

12 (None.)

13 MS. LIOTTA: Well, I would like to maybe  
14 clarify if there's, you know, some -- I think it's  
15 unfortunate, but I seem to get a sense that this  
16 has turned from a topic of orderly conduct of the  
17 airport, getting an executive director in place so  
18 that we have some stability, can make these hires,  
19 do these things, which seems in -- very  
20 uncontroversial to me, and maybe in some way it's  
21 turned into some kind of -- of discussion about  
22 Mr. Pittman, whether he should stay or not. And  
23 I -- I don't -- I don't agree with that.

24 I don't believe, number one, that we should  
25 only make decisions about the executive director

1 position when we have an active emergency. I think  
2 the opposite would be better, to make these  
3 decisions when we're in the luxurious position of  
4 not having a crisis. So, to that end, now's a good  
5 time.

6 And, two, you know, doing the executive  
7 director search, committing to a timeline is not  
8 tantamount to showing Mr. Pittman the door. It's  
9 not that. And if that is the viewpoint that is out  
10 there in the community, I think that's wrong, and I  
11 think that also is a huge disservice to the airport  
12 and Mr. Pittman, because it is I do believe a  
13 substantial difference between being interim  
14 executive and full executive.

15 If the idea is that we will reward Mr. Pittman  
16 by never ever giving him the executive director  
17 position because we're just going to keep delaying  
18 the decision, that's just completely nonsensical to  
19 me.

20 And I also don't believe, as a smaller point,  
21 that referencing unnamed people at an airport  
22 board -- airport group somewhere, that we should be  
23 giving up our -- our jobs and letting them tell us  
24 what to do on timelines and other things, that  
25 doesn't make any sense to me. I think we know this

1       airport well enough to make decisions. It's what  
2       the voters put us here to do. Not get hearsay from  
3       a private, you know, industry group, as like, oh,  
4       jeez, what should we do? I -- I -- I very much  
5       disagree with that.

6               CHAIRMAN LUDLOW: Okay. I think you're over  
7       your time for sure.

8               MS. LIOTTA: I think this whole process is  
9       over it's time.

10              CHAIRMAN LUDLOW: I -- amen. So do I. So  
11       we're voting on -- was is at the December 2nd  
12       workshop?

13              MS. LIOTTA: No. The motion on the floor, in  
14       my understanding, is that the -- that we will do  
15       the executive director search as an in-house search  
16       and not hire an executive search firm. If that  
17       gets voted down, then I guess we can then vote on  
18       what the executive -- the doing the outside search  
19       firm.

20              CHAIRMAN LUDLOW: Okay. So we're voting on  
21       whether to do this in-house. So, Ms. Michelle,  
22       your vote, please?

23              MS. CASH-CHAPMAN: I think we should do it  
24       in-house.

25              CHAIRMAN LUDLOW: Pardon?

1 MS. CASH-CHAPMAN: I think we should do it  
2 in-house.

3 CHAIRMAN LUDLOW: In-house, okay. Mr. --

4 MR. CLARKE: No.

5 CHAIRMAN LUDLOW: -- Clarke? No. Mr. Olson?

6 MR. OLSON: No.

7 CHAIRMAN LUDLOW: Jennifer?

8 MS. LIOTTA: Yes.

9 CHAIRMAN LUDLOW: And I vote no.

10 MS. LIOTTA: Okay. Well then, I'd like to  
11 make a motion that we hire an executive search firm  
12 no later than the end of January to do the search.

13 MS. CASH-CHAPMAN: I second that.

14 CHAIRMAN LUDLOW: No surprise.

15 MS. CASH-CHAPMAN: It's -- you're right, it's  
16 not a surprise. I want this done.

17 CHAIRMAN LUDLOW: Okay. So, if we -- if we  
18 vote on that again, if we vote on that we're going  
19 to hire a firm by the end of January, then we don't  
20 need to have a December 2nd workshop, right?

21 MS. CASH-CHAPMAN: I think we should so that  
22 we can then have our job description done and all  
23 of our ducks in a row --

24 MS. LIOTTA: We could --

25 MS. CASH-CHAPMAN: -- to give to the firm so

1           that we're ready to go instead of --

2           CHAIRMAN LUDLOW:   Okay.   We --

3           MS. LIOTTA:   We could also make it a topic of  
4           which search firms we want to go with, because  
5           that's going to be the direction of the board, is  
6           we have to pick somebody.

7           MR. CLARKE:   I think we're putting the cart  
8           before the horse.   We should have the workshop  
9           before we decide to go hiring.   You know, go  
10          through each of Ms. Cash-Chapman's  
11          recommendations --

12          MS. LIOTTA:   I guess I'm confused.

13          MR. CLARKE:   -- at the workshop.

14          MS. LIOTTA:   You just voted against us doing  
15          the in-house process.   That leaves us with doing --

16          CHAIRMAN LUDLOW:   But we don't need a deadline  
17          on getting an outside firm.   We need time --

18          MS. LIOTTA:   I believe --

19          CHAIRMAN LUDLOW:   -- to go through these.

20          MS. LIOTTA:   I disa- -- respectfully disagree.  
21          If you think January 31st is too soon for us to  
22          pick a search firm to help us with the search,  
23          because the board has just now determined that we  
24          can't handle it ourselves, what is a date?   I think  
25          we need a date.

1           CHAIRMAN LUDLOW: Well, I agree with  
2 Mr. Olson. I don't think that should be determined  
3 today. I think we should do -- work at -- go  
4 through these things at a workshop and then  
5 determine. You -- why are you pushing us to vote  
6 on these things --

7           MS. CASH-CHAPMAN: Because it's been two  
8 years.

9           CHAIRMAN LUDLOW: -- so fast?

10          MS. LIOTTA: It's been two years. We've --

11          CHAIRMAN LUDLOW: So --

12          MS. LIOTTA: -- already looked at executive  
13 search firms --

14          CHAIRMAN LUDLOW: -- do you have an opinion,  
15 Bob?

16          MS. CASH-CHAPMAN: Mr. Olson's already done  
17 all of the research on the firms. There's four  
18 firms. We've already gone over them. So we could  
19 decide at the next workshop where we think we  
20 should go so that we're ready to go. I highly  
21 doubt that a new firm is going to pop up between  
22 now and January 31st.

23          MS. LIOTTA: And the --

24          CHAIRMAN LUDLOW: Can counsel --

25          MS. LIOTTA: -- ultimate selection --

1 CHAIRMAN LUDLOW: -- talk, please?

2 MS. LIOTTA: -- of the firm --

3 CHAIRMAN LUDLOW: Can counsel --

4 MS. LIOTTA: -- would be with the new board.

5 CHAIRMAN LUDLOW: -- talk, please? I mean --

6 MS. LIOTTA: Excuse me?

7 CHAIRMAN LUDLOW: -- can counsel have the  
8 floor, please?

9 MS. LIOTTA: Sure.

10 CHAIRMAN LUDLOW: Thank you.

11 MR. BLOCKER: Madam Chair, I'm sorry to  
12 interrupt. There's been a motion and a second, so  
13 at this point, we just want to open up to public  
14 comment again.

15 CHAIRMAN LUDLOW: Okay. Public comment on  
16 whether we should have an inside firm -- do an  
17 inside firm or hire an outside firm?

18 MS. CASH-CHAPMAN: No, that's not the motion  
19 anymore.

20 MR. CLARKE: She wants an outside firm by  
21 January 31st.

22 MS. CASH-CHAPMAN: It's the deadline of  
23 January 31st --

24 CHAIRMAN LUDLOW: That we --

25 MS. CASH-CHAPMAN: -- is the motion.

1           CHAIRMAN LUDLOW: Okay. You've decided we can  
2 have outside firm and so our --

3           MR. CLARKE: By January 31st.

4           CHAIRMAN LUDLOW: By January 31st. Public  
5 comment? Okay.

6           MR. CLARKE: Len.

7           CHAIRMAN LUDLOW: Oh, Len, please come up.

8           MR. TUCKER: Len Tucker, 51 Avista Circle.

9           You know, I appreciate the fact that the board  
10 wants to use an outside firm because it always  
11 provides cover. It's an easy thing, an easy way  
12 out. But I can tell you we generally employ about  
13 240 people and we've probably hire a hundred or  
14 more every year, and an outside firm is the last of  
15 my choices.

16           We always get much better results through  
17 networking, through agencies that supply personnel  
18 to us that then become permanent. The only outside  
19 firms that we've ever used, the results have been  
20 overpriced people. They're basically looking for  
21 another rung of the ladder climbing up the rope.  
22 And I just don't recommend that for that reason.  
23 Anyone you hire is always going to be a chance. It  
24 doesn't matter who it is, you've got to give them a  
25 chance and let them go. But an outside firm has



1 not been, in my history as far as an employer, a  
2 good way to go.

3 So I recommend, my recommendation, which  
4 obviously doesn't carry any weight, is to get a  
5 process going to networking -- send out the  
6 letters; I thought that was a good idea to send out  
7 letters -- and then see what response comes back  
8 in, have the -- have the general counsel handle the  
9 administrative tasks and see where that goes.

10 I think it's the shorter lead time, too. An  
11 outside firm is going to take a lot longer to do  
12 it. If you're in a hustle to try to get it done,  
13 that's going one of your alternatives. Thank you.

14 CHAIRMAN LUDLOW: Thank you. However, we have  
15 just voted no on an outside firm.

16 MR. CLARKE: Right.

17 MR. LIOTTA: Didn't have the chance to do it,  
18 but I can assure you from memory that if we go back  
19 in time to the transcript around the time that  
20 Kevin Harvey was here as interim director, we would  
21 be describing exactly what Mr. Tucker just said,  
22 except that was 18 months ago.

23 So, you know, do you actually want to do  
24 something or do we want to just keep talking about  
25 doing something? That's really the question.

1           CHAIRMAN LUDLOW: Counsel?

2           MS. LIOTTA: I agree that -- you know, just to  
3 clarify, the motion on the floor is to select a  
4 search firm by January 31st, which is just a  
5 selection, the start of a process.

6           There would be, I would imagine, months  
7 between that and any finalists, in which case, you  
8 know, Mr. Pittman has been with us for seven  
9 months, not all of that is interim executive, but  
10 he's been an executive at this airport for already  
11 for seven months.

12           I think, you know, by the time we get further  
13 on the load -- road, he'll probably have closer to  
14 a year under his belt. And at that point, I think  
15 it's more than fair to say that he is -- you know,  
16 he -- I'm not going to put words in your mouth, but  
17 I think my impression of Mr. Pittman, that he is  
18 fully prepared to stand on his own merits and does  
19 not need to be -- you know, we don't -- doesn't  
20 need to be hidden as a candidate. We don't need to  
21 keep pushing this along and not getting to the  
22 question.

23           So I think we do need a timeline, and we've --  
24 the board's made it clear that it doesn't want to  
25 do this in-house, which leaves a search firm, which

1           in my mind means we need a date to get that going.  
2           And that will just be, again, the start of the  
3           process, but then we will know that we are doing  
4           it.

5           CHAIRMAN LUDLOW:   So we've decided on an  
6           outside firm.   What we're deciding is --

7           MR. OLSON:   We have another public.

8           CHAIRMAN LUDLOW:   Oh, I'm sorry, Sacha.

9           MS. MARTIN:   Did you vote?   I went to the  
10          bathroom.   Did you vote?

11          MS. LIOTTA:   I apologize.

12          CHAIRMAN LUDLOW:   Yes, we did.

13          MS. LIOTTA:   I thought public comment was  
14          over.   I'm so sorry.

15          MR. OLSON:   No.

16          MS. MARTIN:   Sorry.   It's just --

17          CHAIRMAN LUDLOW:   We did vote.

18          MR. OLSON:   We didn't vote.

19          MS. MARTIN:   -- I want to point out that it's  
20          6:20 now and we have not gotten to more than one  
21          real agenda item.   And I am getting hungry, and I  
22          just don't understand what the rush is here,  
23          myself, because we've gone this long.   What's  
24          another month or two?   Because there -- you have a  
25          new board member coming on, and the old board

1 member going out should not be voting on this at  
2 all.

3 MS. LIOTTA: And he won't -- the incoming  
4 board member will be the one voting on this.

5 MS. CASH-CHAPMAN: Right now, the motion is to  
6 select the outside firm by January 31st, which  
7 means the new board member will be here to vote on  
8 the -- on the firm as well as --

9 MS. MARTIN: So you still --

10 MS. CASH-CHAPMAN: -- the candidate.

11 MS. MARTIN: -- may not have a workshop on  
12 whether the description -- job description is still  
13 valuable.

14 MS. CASH-CHAPMAN: I -- that's not on the  
15 table at this moment, and so --

16 MS. MARTIN: No, I know that, but --

17 MS. CASH-CHAPMAN: -- I think at this moment  
18 we're just talking about trying to get a firm in  
19 place in two months so that we can start the  
20 process that's going to take four to six more  
21 months so then we'll be three years out.

22 MS. MARTIN: Okay.

23 CHAIRMAN LUDLOW: Thank you, Sacha. I  
24 appreciate that.

25 Well then, if -- if we have a deadline or

1       if -- if you're thinking of deadline January 31st,  
2       then we don't need a workshop, we can do this at a  
3       regular meeting discussion in December 9th.

4             MS. LIOTTA:  No, the --

5             MR. OLSON:  We have a motion on the table.

6             MS. LIOTTA:  I think we could still --

7             CHAIRMAN LUDLOW:  We do.  I'm sorry.

8             MS. LIOTTA:  -- use the December 2nd workshop  
9       if there's -- if people think there's value in  
10      going through who potentially the search firms  
11      would be.  I know that would give us an opportunity  
12      to have Mr. Olson refresh our memory from the prior  
13      work that he's done before he -- he leaves us.  I  
14      do think that would be valuable.  But to be clear,  
15      the vote would be -- the vote now is for a final  
16      deter- -- determination to be made December 31st by  
17      the newly constituted board.

18            MS. CASH-CHAPMAN:  I think our legal  
19      counsel --

20            MR. BLOCKER:  I'm sorry.  I don't want to  
21      interrupt.  I just -- depending on what -- what  
22      outside firm is handling it, it may trigger a  
23      requirement for an RFP --

24            MR. PITTMAN:  Correct.

25            MR. BLOCKER:  -- just based on the amount.

1           So I understand, Madam Chair, your point about  
2           the meeting, but I'm just, you know, want to step  
3           in and make sure. I would need to -- we need to  
4           vet what potential outside entities. We may have  
5           to bring to the board a RFP type of process. So I  
6           just want to make sure before we --

7           MS. LIOTTA: Okay. Well, I'll -- I'll amend  
8           my motion, then, so that the board vote that an  
9           outside -- okay. How do I say this exactly right?  
10          That in January -- because I guess we'll only have  
11          one regular meeting, anyway. So let's -- maybe  
12          that doesn't work. Maybe February.

13          Okay. Let me amend -- amend my motion, then.  
14          That by the first regular meeting in February, the  
15          board vote on either the final selection of the  
16          outside search firm or the RFP. Do we need a vote  
17          to --

18          MR. BLOCKER: So -- so, I think -- I think it  
19          would depend on, just looking at the dollar amounts  
20          here, some -- some would potentially trigger an RFP  
21          process.

22          So I think it -- it would -- we'd have to --  
23          Madam Chair, you would have to accept the amended  
24          motion, but I think -- I don't want -- y'all are  
25          the policy makers. I don't want to project, but I

1 think we would need a little bit of time to figure  
2 out, because depending on what -- what entity is  
3 hired, that could trigger a requirement for an RFP  
4 process. So if -- if -- I'm not --

5 MS. LIOTTA: No, I appreciate that.

6 MR. BLOCKER: -- trying to counsel you, but if  
7 there's a way to maybe frame a motion where, by  
8 January, the staff would bring, you know, a process  
9 for the board to vote on, that way we could  
10 determine. Because I don't want to -- I don't want  
11 to see a scenario where we're essentially running  
12 afoul of the statute. Does that make sense?  
13 There's just a little bit more --

14 MS. LIOTTA: Okay. So I think I could hear  
15 you.

16 MR. OLSON: What is -- could I?

17 MS. LIOTTA: I'm sorry.

18 MR. OLSON: What is the dollar break point?  
19 I'm curious since you -- to that --

20 MR. BLOCKER: Generally, it's about 35,000  
21 there are -- that would trigger an RFP process.  
22 And looking at some of the dollar amounts here --

23 MR. OLSON: Okay.

24 MR. BLOCKER: -- some -- some -- one is a --

25 MS. CASH-CHAPMAN: Like far over that.

1           MR. BLOCKER: -- potentially up to a hundred  
2           thousand. One is the 25- to 60,000. So I think we  
3           would need to -- you know, you have to do about a  
4           30-day RFP process, put it out for bid. So we may  
5           have to potentially --

6           MR. OLSON: Yeah, okay.

7           MR. BLOCKER: Yes.

8           MS. LIOTTA: Well -- okay. Well, I think,  
9           then, that that -- we can probably anticipate that  
10          this search for -- this search is going to cost  
11          more than \$35,000.

12          So, with that -- and thank you for reminding  
13          me of that, because I do remember looking at that  
14          very recently. So it may not make sense to try to  
15          select the search firm by January, but instead have  
16          a motion that the staff have an RFP for an  
17          executive search firm done by the end of January as  
18          in ready -- and I don't know if we need to make any  
19          more motions on this, but if we're just -- the  
20          motion is to direct staff to put that together and  
21          have it out to the public for bid by the end of  
22          January. Then the final selection -- then that  
23          process will have started.

24          MR. BLOCKER: Yes, ma'am. So, Madam Chair,  
25          for you, you would have to accept that as an



1       amended motion and then we would have to see if the  
2       second for the original motion would amend their  
3       second as well through the Chair.

4               CHAIRMAN LUDLOW:   Okay.   So the amended motion  
5       is that the law firm will put on RFP --

6               MR. BLOCKER:   No, ma'am.   That by the end of  
7       January, the board will be presented with the  
8       RFP -- an RFP -- RFP process would have been  
9       started and potentially candidates selected by the  
10      end of January to bring to the board for approval  
11      in February --

12              CHAIRMAN LUDLOW:   I see.

13              MR. BLOCKER:   -- I'm guessing the first  
14      meeting in February.

15              CHAIRMAN LUDLOW:   I see.

16              MR. BLOCKER:   Is that --

17              MR. PITTMAN:   Yes, that's how I understand.

18              MR. BLOCKER:   Is that -- okay.

19              CHAIRMAN LUDLOW:   Okay.   We've got that right.  
20      Okay.

21              MR. BLOCKER:   We've just got to make sure that  
22      the R -- that we're following the R -- since it  
23      triggers require the RFP process, we need to make  
24      sure we're in compliance with that.

25              CHAIRMAN LUDLOW:   Okay.   So -- okay.   That is

1 the motion. So now would you vote? What?

2 MR. BLOCKER: If it -- Madam Chair, we would  
3 just need to make sure that the seconder of the  
4 motion --

5 MS. CASH-CHAPMAN: I still second.

6 MR. BLOCKER: Thank you.

7 CHAIRMAN LUDLOW: Now we've got --

8 MR. CLARKE: Can we make any comments on this?

9 CHAIRMAN LUDLOW: Yes.

10 MR. CLARKE: Am I permitted to make any  
11 comments before I vote?

12 MR. BLOCKER: Absolutely.

13 MR. CLARKE: I -- I find Mr. Tucker's comments  
14 very persuasive, and I would like to see him  
15 participate in this endeavor, you know, when he  
16 gets on the board in two months.

17 MS. LIOTTA: Well --

18 MR. CLARKE: And so, I mean, I voted, you  
19 know, not to go -- against an in-house, but having  
20 heard his comments and his rationale behind it, I  
21 think it's very -- he makes a compelling argument,  
22 and I think if we -- we are being forced into a  
23 corner here to say that, yeah, we're going to vote  
24 for an outside firm or we're going to do it  
25 in-house, I would rather see us wait until

1 Mr. Tucker gets on the board and then -- and then  
2 we can proceed.

3 Because he -- he obviously has a lot of  
4 experience in hiring people and the methodology --  
5 the method he uses is successful, and I don't want  
6 to be backed into a corner at this point. We --  
7 the airport is not in a crisis. Mr. Pittman's  
8 doing a good job, and we need -- we need stability.  
9 We don't need to be having this --

10 MS. LIOTTA: Well, I constant --

11 MR. CLARKE: -- turmoil at the airport. We  
12 already have it in the -- in the accounting  
13 department. We don't need -- we don't need it at  
14 executive director level.

15 MS. LIOTTA: I think respectfully we may have  
16 turmoil here at board level --

17 MR. CLARKE: Well, of course we have --

18 MS. LIOTTA: -- because we just --

19 MR. CLARKE: -- we have --

20 MS. LIOTTA: -- we just literally --

21 MR. CLARKE: -- we have it here. You know,  
22 we're going on 6:30 and we should have been out of  
23 here a half an hour ago.

24 MS. LIOTTA: I appreciate that. But we also  
25 just had a vote less than 30 minutes ago --

1 MR. CLARKE: Right.

2 MS. LIOTTA: -- saying that we were not going  
3 to today an in-house --

4 MR. CLARKE: Right. And I -- and I told you  
5 that I changed my mind.

6 MS. LIOTTA: Well then, we can always bring it  
7 back to a vote, which would require a four out of  
8 five, to change -- to do a 180 on that. And if  
9 that's what the board wants to do, that's fine.

10 I voted for an in-house process just moments  
11 ago. So if we're going to do that, I'd say let's  
12 go ahead and do that. But we need finality on what  
13 we're doing before we leave this room, is my strong  
14 opinion.

15 MR. CLARKE: Why do we need finality tonight?

16 MS. CASH-CHAPMAN: Because it's been two  
17 years. And I know we're not in --

18 MR. CLARKE: So what's another month?

19 MS. CASH-CHAPMAN: -- an emergency -- exactly.  
20 And we keep saying that and saying that. And soon  
21 enough, we're all going to be off the board, it's  
22 going to be a whole new staff, and Courtney's still  
23 going to be the interim director.

24 MR. CLARKE: Let's wait till Mr. Tucker gets  
25 on the board and then let's pursue it at that

1 point. I mean, that's --

2 MS. CASH-CHAPMAN: Well, but that's the motion  
3 that's on the table now --

4 MR. CLARKE: I know --

5 MS. CASH-CHAPMAN: -- is to wait and hire once  
6 he's here.

7 MS. LIOTTA: Well, I think now that we have a  
8 vote, you actual -- unless there's a conflict, each  
9 board member has to vote yes or no.

10 CHAIRMAN LUDLOW: Okay. What -- what we're  
11 voting on now is that the RFPs will be started by  
12 January 31.

13 MS. LIOTTA: Yeah, I think we're essentially  
14 directing staff to have the RFP process underway by  
15 the end of January for selection of an executive  
16 search firm, which to be clear, the search itself  
17 wouldn't start until months after that.

18 CHAIRMAN LUDLOW: Okay. So, any other  
19 comment? Any other comment? Would you like to  
20 vote, Michelle?

21 MS. CASH-CHAPMAN: I voted in favor already.

22 CHAIRMAN LUDLOW: Pardon?

23 MS. CASH-CHAPMAN: I already voted yes in  
24 regard to that.

25 CHAIRMAN LUDLOW: Yes. And --

1 MR. CLARKE: No.

2 CHAIRMAN LUDLOW: Bob?

3 MR. OLSON: Yes.

4 CHAIRMAN LUDLOW: Jennifer?

5 MS. LIOTTA: Yes.

6 CHAIRMAN LUDLOW: Yes. I vote yes. So four  
7 out of five voted yes, so we will get the RFP  
8 started. Now, is that the end of that discussion?

9 Okay. Then I have something else to say. I  
10 would like to postpone the rest of our agenda  
11 because it's so late and pick up the other two  
12 things, I'm sorry, Epic and Simply [sic] i3.

13 CFO DISCUSSION

14 MR. PITTMAN: Madam Chair, if I may.

15 One thing that is very important is the CFO.  
16 We really need to get -- get that one discussed,  
17 the matter of the CFO. We have an audit coming up  
18 and we have the annual review that is due  
19 presently, and so we do not have a CFO group right  
20 now.

21 CHAIRMAN LUDLOW: Okay.

22 MR. PITTMAN: So --

23 CHAIRMAN LUDLOW: Then maybe we should have  
24 our executive -- I mean, have our workshop be a  
25 regular meeting.

1           MR. PITTMAN: Well, we have this month -- this  
2 is the only meeting this month.

3           MR. OLSON: Well --

4           MS. LIOTTA: I think we proposed a  
5 December 2nd workshop for other purposes. But I  
6 think if we feel the need to do that as a regular  
7 meeting for this or --

8           MS. CASH-CHAPMAN: Is that too far out for  
9 you, December 2nd?

10          MR. PITTMAN: Yes.

11          MS. CASH-CHAPMAN: That seems like --

12          MR. PITTMAN: Yes.

13          MS. LIOTTA: I have -- I have a -- I'm sorry  
14 to interrupt you.

15          MR. PITTMAN: Okay.

16          MS. LIOTTA: I do have a question.

17          MR. PITTMAN: Yes.

18          MS. LIOTTA: I know that there's urgent --  
19 that there's some urgent matters.

20          MR. PITTMAN: Yes.

21          MS. LIOTTA: These particular CFO ones seem to  
22 be kind of like long, ongoing engagements.  
23 Could -- could there be like a middle ground for  
24 December where potentially within the policy you  
25 engage a short-term contract to -- that would be

1           within the spending policy so it wouldn't require a  
2           board vote?

3           MR. PITTMAN: No, ma'am. Okay. So this  
4           was -- say if this was March, I probably could do  
5           that. But like I said, with the audit coming up,  
6           like we're in the audit season right now.

7           We have a -- the annual review that we have to  
8           do to show the taxes and what have you. So it's  
9           the timing of it. Then we have bills and different  
10          things that we have to take care of right now  
11          because -- so due to what happened in the recent  
12          months, we're behind on some things.

13          So I wouldn't want to postpone this any  
14          further. And we want to make sure before  
15          QuickBooks becomes -- we get too far away, I would  
16          like to add QuickBooks right now. And, like -- and  
17          it is an imminent situation that we need to get a  
18          handle on this, ma'am.

19          CHAIRMAN LUDLOW: Then what about Shandon?  
20          They will let us borrow -- Jeff Edwards can come  
21          back. He's totally familiar with everything. And  
22          he doesn't want a full-time job anyway, so why  
23          can't we have him come back in and --

24          MR. OLSON: Well, we didn't go through the RFP  
25          process, which --



1           CHAIRMAN LUDLOW: With the CFO?

2           MR. OLSON: These are contracts. We would  
3 need to do that also, right?

4           CHAIRMAN LUDLOW: The -- but if -- we don't  
5 need a -- a CFO, but can't we just have somebody  
6 come back in to work on our annual audit, the end  
7 of our audit, the ones that have already done all  
8 the work with us?

9           MR. OLSON: That's a -- I can't -- I don't  
10 have any insight.

11          MR. PITTMAN: One, you can't control pricing  
12 that way. So this way -- because one of the things  
13 we realized in the mistakes that we made before was  
14 we didn't have a scope of work. And so different  
15 things were being done and we were paying for  
16 things that we shouldn't have been paying for.

17          So this -- in these two companies, the scope  
18 of work is outlined and is very specific on what  
19 the pay will be. And I was able to talk to them  
20 and lay out specifically what we needed. So  
21 there's no variances; i.e., we need -- we need the  
22 books brought to standard.

23          We've -- as an entity, have not successfully  
24 maintained our books for years. And so there needs  
25 to be some stability on our books. So one of the

1 things we discussed was stability. Well, we've got  
2 to get these books in order. We've had different  
3 accountants. We've have different accounting firms  
4 as well over the course of time.

5 So, to your point earlier about can we just do  
6 this short term, I think this might be a solution  
7 that is a minimum of a year to bring things up  
8 to -- up to standard, ma'am.

9 MR. OLSON: So, just to --

10 MS. LIOTTA: Well, I mean between, like, now  
11 and --

12 MR. PITTMAN: Yes, ma'am.

13 MS. LIOTTA: -- a gap for like the next --  
14 like if there's something that has to get done this  
15 month, would there be possible to do like a very  
16 very narrow scope to have someone come in, someone  
17 who may not get the long-term contract?

18 MR. PITTMAN: All right. Thank you, but --

19 MS. LIOTTA: That was my question.

20 MR. PITTMAN: Understood. In the audio, and  
21 I -- like I said, I would be with you, but due to  
22 the time of the year and that the audit is  
23 imminent, you're going to be paying them long term  
24 anyway.

25 CHAIRMAN LUDLOW: Okay. Well --

1           MR. OLSON: Let me just. Shandon, this  
2           expensive firm that we paid a couple of hundred  
3           thousand to, they were on the job until the end of  
4           the fiscal year that our audit is going to be done  
5           for which our audit is directed.

6           MR. PITTMAN: Okay. Yes, sir.

7           MR. OLSON: They didn't -- they were going to  
8           organize everything and make it fully accessible  
9           for auditing and arrange for auditing. Why  
10          isn't -- I mean, what's the -- I mean, I don't  
11          understand what the problem is, because Shandon did  
12          that, right?

13          MR. PITTMAN: No.

14          MR. CLARKE: No.

15          MR. PITTMAN: So --

16          MR. OLSON: Shandon didn't do that?

17          MR. PITTMAN: -- Shandon was focused -- solely  
18          focused on the budget so they didn't get to that  
19          point.

20          MR. OLSON: The budget was a secondary  
21          assignment that we made to them after they --

22          MR. PITTMAN: Correct, but --

23          MR. CLARKE: Let me -- can I make a comment?  
24          Shandon -- Shandon came in, and I brought them in,  
25          and they had -- granted, we didn't have a scope of

1 work unfortunately. My fault, we should have had a  
2 scope of work.

3 MR. PITTMAN: Thank you.

4 MR. CLARKE: Their -- their job -- we had to  
5 have a budget. Then we had to close out the year.  
6 Then we had to prepare an annual report. Then we  
7 had to have someone to write up MD&A, management  
8 discussion and analysis. And then we had to fix  
9 the customer naming convention. And we had to  
10 reconcile our customer -- or our tenant list with  
11 all the aircraft on the airport. Then we had to  
12 standardize our building determinant, which is  
13 square footage. We use a unit of measure. We had  
14 misapplied Consumer Price Index adjustments made to  
15 the leases incorrectly for years.

16 Shandon reached a point where they were --  
17 they were -- completed the budget, but they didn't  
18 reach the point where they could close the fiscal  
19 year, which has been closed for almost two months.

20 Then we had -- we had a misappropriation --  
21 then they left. We said goodbye because we paid  
22 them too much. And then we had a -- we had a  
23 misappropriation of funds and we had to turn loose  
24 that person. So we were -- we were without an  
25 accountant for what, four weeks, five weeks, six

1 weeks?

2 Well, accounting transactions are like a  
3 river. You can put a dam on it, but they don't  
4 stop. And so now we're behind. Last Tuesday, we  
5 brought a temporary accountant in and she's working  
6 on closing out the year. I'll be meeting with her  
7 next week to get that closed.

8 We need -- then the next step is to turn it  
9 over to the auditors. We have -- by the way, we  
10 have a forensic audit firm coming in to look to see  
11 if there are any other misappropriations of -- of  
12 funds. And they were very small and we don't think  
13 it's a big problem, but we need to look into that.  
14 It could have been -- maybe a couple of thousand  
15 dollars, some of which has already been repaid to  
16 the Authority. So that's the next step.

17 So what we have here, we have two statements  
18 of work. Cherry Bekaert is our existing accounting  
19 firm. Supporting Strategies is another qualified  
20 firm. We cannot -- at this point, Cherry Bekaert  
21 we have a contract with them for the next -- what  
22 is it, another year and a half?

23 MR. PITTMAN: That's correct.

24 MR. OLSON: So they can't do --

25 MR. CLARKE: We can't -- we can't -- they

1           can't do both.

2           MR. OLSON: Exactly. They can't.

3           MR. CLARKE: We can't afford to accept their  
4           resignation and then go out through the RFP process  
5           and hire another accounting firm and spend another  
6           two months doing that before they have to reaudit  
7           2024 -- or 2023 basically so they can learn what's  
8           going on, and then perform 2024. We'll be eight  
9           months behind by that time.

10          Supporting Strategies, I think they have all  
11          the right qualifications. They say the right  
12          things. I would like to discuss with them what  
13          they -- they're getting into. I think a firm like  
14          this could come in and inside between four and six  
15          months have -- bring us stability before we hire a  
16          full-time -- you don't have to call it a CFO, you  
17          can call it a finance director or a controller, or  
18          whatever you want to call it, if CFO sounds --

19          MR. OLSON: It sounds in-house. CFO is an  
20          officer of an entity.

21          MR. CLARKE: Yeah, that's correct. And so,  
22          the -- so the term -- so whatever we call them, but  
23          it has to be someone that has an executive-level  
24          viewpoint of the administration of the Authority.

25          Because as Ms. Cash-Chapman has proposed, and

1 I believe Ms. Liotta, we need a chief  
2 administrative officer, I couldn't agree more. But  
3 in our size, that chief administrative officer also  
4 needs to function as the financial expert in the --  
5 in the Authority.

6 We're -- remember, we're a governmental entity  
7 and we need to act like a governmental entity and  
8 we need financial expertise. We do not have it  
9 in-house right now.

10 MR. OLSON: So you're saying Supporting  
11 Strategies is an our really best --

12 MR. CLARKE: They're the only one we have  
13 right now --

14 CHAIRMAN LUDLOW: Okay.

15 MR. OLSON: -- option --

16 MR. CLARKE: -- unless we -- unless we ask  
17 Shandon to come back and then negotiate a contract  
18 with them.

19 CHAIRMAN LUDLOW: Okay. I want to say I -- I  
20 did go over the video of January 23rd -- January  
21 2023 to get ready for our January, and they --  
22 he -- they said then that it wasn't ready until  
23 March. So I think the lady in-house can take care  
24 of the everyday bills. So -- and then we have --  
25 we don't have to have it by -- I mean, there's not

1 a drop-dead date, I mean, if it wasn't done till  
2 March last year.

3 MR. CLARKE: Well, the audit would normally  
4 start in -- in October. And remember, we are  
5 outside of tax season. Once we get into tax  
6 season, which is the end of January through  
7 April 15th, the heavy duty, heavy lifting of tax  
8 season, accounting firms are going to be harder to  
9 come by.

10 And so, the audit can't wait. We need to get  
11 this audit started. If we don't publish a  
12 financial report until Feb- -- March, that's a  
13 little bit later than my preference, but we've --  
14 I've also seen them published at this -- this  
15 Authority as late as August, one year I believe it  
16 came out.

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

18 CHAIRMAN LUDLOW: Yes.

19 MS. CASH-CHAPMAN: If it's between these two  
20 groups, the one group we already pay to do another  
21 service that we can't use for both services and --  
22 and we need to get this done before it does become  
23 late and an emergency situation, why are we having  
24 so much discussion? Because it sounds like we only  
25 have one option. So I think our -- our question



1 is: Are we doing it or aren't we doing it, right?

2 CHAIRMAN LUDLOW: Right.

3 MR. CLARKE: That's exactly right, yeah.

4 MS. CASH-CHAPMAN: I'm just -- I'm not sure if  
5 I'm missing something.

6 MR. CLARKE: Right. We can't -- we cannot  
7 have Cherry Bekaert come in and do accounting for  
8 us. They're an audit firm.

9 MS. CASH-CHAPMAN: So what's the question at  
10 hand right now?

11 CHAIRMAN LUDLOW: So --

12 MR. CLARKE: We need -- we just need to get  
13 them on board -- somebody on board to help with  
14 the --

15 MS. CASH-CHAPMAN: So are we looking for  
16 approval of this contract? Is that --

17 MR. CLARKE: Yes.

18 MS. CASH-CHAPMAN: Okay. And -- and our legal  
19 counsel has already looked at this contract?

20 CHAIRMAN LUDLOW: We -- nobody's looked at it  
21 yet.

22 MS. CASH-CHAPMAN: Well, I'm pretty sure our  
23 legal counsel --

24 CHAIRMAN LUDLOW: We just got it January --

25 MR. OLSON: They would have to revise their --

1           CHAIRMAN LUDLOW:   Saturday.

2           MR. OLSON:   -- proposal to be under the  
3           \$35,000 that counsel is telling us needed to -- but  
4           maybe for this assignment, to get us audit-ready,  
5           it could be done for that.

6           MR. CLARKE:   I thought they've already seen  
7           this.

8           MS. LIOTTA:   So I -- I think this is  
9           definitely helpful, in that it seems that the two  
10          options we were given aren't really viable as  
11          options, the one of them, Cherry Bekaert, because  
12          we would risk --

13          CHAIRMAN LUDLOW:   No.

14          MS. LIOTTA:   -- we would just be trading them  
15          when we already need them for the other thing.

16          MR. OLSON:   Yeah, right.

17          MS. LIOTTA:   I guess my -- my big concern here  
18          is that I really don't want us to repeat past  
19          mistakes, and we do have policy about procurement,  
20          and there's also apparently Florida Statute on this  
21          point that if it's over \$35,000, a -- a public bid  
22          process is required.

23          So I can appreciate that there -- if there is  
24          a true emergency, I suppose we may have some  
25          latitude on that, but that's why I was asking about

1 a stopgap --

2 MR. PITTMAN: Yes, ma'am.

3 MS. LIOTTA: -- like if there's something  
4 that's truly an emergency, smaller contract that  
5 can be done --

6 MS. CASH-CHAPMAN: Am I missing --

7 MS. LIOTTA: -- I would prefer to see this be  
8 put out to bid as a public RFP with all due speed,  
9 as in like get it done this week, get it -- get it  
10 launched so we can --

11 MS. CASH-CHAPMAN: So it's under the  
12 threshold.

13 MS. LIOTTA: -- potentially, you know, vote.

14 MR. CLARKE: Yeah, but it depends on how many  
15 months.

16 MS. LIOTTA: But I don't -- I don't know how  
17 fast that process can be done --

18 MR. CLARKE: Could be six months.

19 MS. LIOTTA: -- if it can be ready for a vote  
20 in December. I was always -- I -- I -- much more  
21 comfortable if we're compliant with the law and if  
22 we -- and our own policies and we have an  
23 opportunity --

24 MR. CLARKE: We need somebody --

25 MS. LIOTTA: -- to hear, you know, from

1       other -- other bidders out there who may come in  
2       and give us more options. Because it looks like  
3       right now we're only given one option and I'm not  
4       very comfortable with no-bid contracts --

5               MR. PITTMAN: Okay.

6               MS. LIOTTA: -- in general.

7               MR. PITTMAN: I -- so, Madam Chair if I may.

8               CHAIRMAN LUDLOW: Yes.

9               MR. PITTMAN: I've just been informed that one  
10       of the contracts, I sent to the attorneys; the  
11       other one, I didn't. But I -- I'm listening to  
12       what Mrs. Liotta is saying.

13              One of the issues with this is the haste of  
14       getting it done, right? Because you fear the  
15       longer it takes to get somebody working on your  
16       books and making sure everything's right, the more  
17       problems that's going to arise and the further down  
18       the hole you get.

19              But I -- I do agree with your point of having  
20       a professional RFP because -- all right. So when  
21       it came to these --

22              CHAIRMAN LUDLOW: That's putting it way out  
23       there.

24              MR. PITTMAN: -- two companies, they were the  
25       best companies that I found. True, you-all didn't

1       get to see all of the entities that I spoke to, and  
2       I personally interviewed them both. Now, with  
3       Cherry Bekaert, I did send you-all, but I didn't  
4       send --

5               MR. BLOCKER: Correct. And I can just  
6       clarify. I believe you may have sent -- sent that  
7       to me. So --

8               MR. PITTMAN: Okay.

9               MR. BLOCKER: -- if I can ask Ms. --  
10      Ms. Miles -- Mrs. Miles. So we did some receive  
11      some contracts --

12              CHAIRMAN LUDLOW: But why can't we just get a  
13      price from Shandon and get somebody in here now  
14      next week to do it?

15              MR. BLOCKER: We'll work -- we'll coordinate  
16      that.

17              MR. CLARKE: It may not be --

18              MR. BLOCKER: So we -- we would like to -- I  
19      think that was a miscommunication between myself  
20      and Mr. Pittman. So y'all have had a lot going on  
21      in the Airport Authority, so this -- we'll fix that  
22      communication gap, I'll take the hit on that. So  
23      that's --

24              MR. PITTMAN: Me, too.

25              MR. BLOCKER: I did not get -- get it to

1       Mrs. Miles to review, so that's my fault. But we  
2       would like to review that to make sure -- now,  
3       having said that, I don't want to -- you know,  
4       y'all as a board have to make a decision.

5               I will tell you, from a legal standpoint,  
6       Mr. Pittman, as your interim executive director,  
7       that there are -- because we're a government entity  
8       and there's some specific benchmarks we have to  
9       hit, he is in a difficult spot because we have to  
10      get a firm in place --

11             CHAIRMAN LUDLOW: A person --

12             MR. BLOCKER: -- to do some of this. So I  
13      think in this scenario, if the board has some  
14      concern, we will -- we will circle back, we'll make  
15      sure we get this reviewed, but what I don't want to  
16      happen is I don't want us to delay one issue that  
17      then it creates a bigger issue where we're out of  
18      compliance in our financial. Yes, ma'am?

19             CHAIRMAN LUDLOW: Okay.

20             MS. LIOTTA: Can we -- could we possibly have  
21      staff work with counsel to -- to however possible  
22      narrow this down into just the scope of things that  
23      are urgent compliance issues --

24             MR. PITTMAN: Okay.

25             MR. BLOCKER: Absolutely.

1 MS. LIOTTA: -- and then potentially put out  
2 an RFP for the broader, ongoing, outsource CFO kind  
3 of -- kind of work?

4 MR. BLOCKER: Yes, ma'am.

5 MS. LIOTTA: Maybe that's a good balance.  
6 Because again, I appreciate if we're -- if we  
7 have -- I don't want to break one statute because I  
8 want to comply with the other one. You know,  
9 that's not what I'm going for here.

10 MR. BLOCKER: Yes, ma'am. And there is a very  
11 unique situation I've spoken to each of you-all  
12 about that is completely outside of everyone here's  
13 control. So that has created other -- other --  
14 other challenges that we're trying to address.

15 MR. PITTMAN: Right.

16 MR. BLOCKER: So you're right. We're trying  
17 to be in compliance with two different competing  
18 statutes here.

19 CHAIRMAN LUDLOW: Okay.

20 MS. LIOTTA: So just when I looked at the  
21 proposals, they just seemed very very broad and  
22 overarching and kind of vague, and so it was hard  
23 for me to appreciate what -- what level of  
24 billables were going to come out of that. And  
25 that's where I -- that's where I really would like

1 to think. If we're going to have something that  
2 high level, that that would be an RFP.

3 MR. PITTMAN: Okay.

4 MS. LIOTTA: But I -- again, if we have urgent  
5 things that need to get done and deadlines of other  
6 kinds, if maybe there's a way to narrow down  
7 what's --

8 MR. BLOCKER: Absolutely. Madam Chair, if I  
9 could because I understand -- if I could try to  
10 step out of my lane here and try to help guide  
11 y'all for a moment here.

12 If -- if there is a motion to direct the  
13 executive -- the interim executive director to use  
14 his authority to -- to bring on the immediate -- to  
15 address the immediate need and then to bring it  
16 back as an agenda item the more long range, if we  
17 could do that, that would give him -- would that  
18 give you the direction that you need to --

19 MR. PITTMAN: A hundred percent.

20 MR. BLOCKER: Okay.

21 CHAIRMAN LUDLOW: So -- so what we would vote  
22 on, that you would be the one to -- or you would be  
23 the one who work -- counsel would work with staff  
24 and work it out.

25 MR. BLOCKER: Correct. Well, so he -- so this



1       would be the board authorizing the executive  
2       director to hire a firm to address within -- within  
3       the scope of -- you know, within -- within, you  
4       know, a certain limit -- because there's a  
5       threshold that triggers an RFP process.

6               So this would authorize him to move forward  
7       with finding a firm that he could bring in  
8       immediately to address the small short-range  
9       challenge that we have, and then to bring back a  
10      longer RFP process for kind of the bigger long  
11      range. Is that --

12             MS. LIOTTA: Could we -- could we direct him  
13      to go ahead and start that RFP process? Because I  
14      don't want to create a --

15             MR. PITTMAN: I'll do it. I'll do it.

16             MS. LIOTTA: Yeah, I don't want -- I don't  
17      want to, like, make him wait until December to  
18      start an RFP process.

19             MR. BLOCKER: Yes, ma'am.

20             MS. LIOTTA: I think we all see --

21             MR. PITTMAN: Agreed.

22             MS. LIOTTA: -- those -- okay.

23             MS. CASH-CHAPMAN: So we need to make a  
24      motion --

25             CHAIRMAN LUDLOW: Do we need a motion and a

1 second for that?

2 MR. BLOCKER: Yes, ma'am.

3 MS. CASH-CHAPMAN: I will make a motion to  
4 instruct our staff to -- to do a short-term -- to  
5 find a short-term firm to do the immediate needs,  
6 as long as it remains under the threshold, and to  
7 also start the RFP process for a long-term  
8 solution.

9 MR. OLSON: Second.

10 CHAIRMAN LUDLOW: Board discussion?

11 (None.)

12 CHAIRMAN LUDLOW: Public comment?

13 (None.)

14 CHAIRMAN LUDLOW: Want to vote?

15 MR. BLOCKER: Madam, you just need to open up  
16 for public comment.

17 CHAIRMAN LUDLOW: I did say public comment.

18 MR. BLOCKER: Oh, sorry.

19 MS. CASH-CHAPMAN: Aye.

20 CHAIRMAN LUDLOW: They're like we are, they're  
21 ready.

22 Okay. Michelle, your vote?

23 MS. CASH-CHAPMAN: Aye.

24 CHAIRMAN LUDLOW: Aye.

25 MR. CLARKE: Aye.

1 CHAIRMAN LUDLOW: Aye.

2 MR. OLSON: Aye.

3 CHAIRMAN LUDLOW: Aye.

4 MS. LIOTTA: Yes.

5 CHAIRMAN LUDLOW: Aye. And aye. So  
6 unanimous.

7 SIMPLIFY I3

8 MR. PITTMAN: And, Madam Chair, the last  
9 thing -- I know you're trying to close this out --  
10 I promise you, is in reference to Simplify i3.

11 The reason why I press on this is because we  
12 just had our FAA audit, and one of the things we  
13 got talked to about in the FAA audit to maintain  
14 our 139 is the fact that we got all our paperwork  
15 is in boxes, right? You can go to the tower. You  
16 can go into the second and third floor of the tower  
17 and you'll see boxes, files of our paperwork.

18 It's time for us to get upgrade to software to  
19 where we can track maintenance schedules, track  
20 leases, track -- it's so many things that we're not  
21 able to track at this time. And it would have  
22 quicker turnaround on things like public records  
23 requests. So --

24 CHAIRMAN LUDLOW: Okay.

25 MR. PITTMAN: -- all that stuff -- all that

1 information would be uploaded on software.

2 We've already had several meetings with  
3 Simplify i3. We actually have somebody from  
4 Simplify i3 in the crowd that joins us today in  
5 case you-all have any specific questions, because I  
6 know --

7 CHAIRMAN LUDLOW: Okay.

8 MR. PITTMAN: -- one of the things you had  
9 asked about before was where is the information  
10 stored, what kind of cloud base, and it's a  
11 Microsoft cloud.

12 The reason why I'm pushing on this, because I  
13 have to respond to the FAA auditors in reference to  
14 the things that we're doing to -- because we --  
15 every airport's going to receive some hits. And so  
16 we have to respond back in a timely manner on how  
17 we are mitigating said hits.

18 CHAIRMAN LUDLOW: Okay.

19 MR. PITTMAN: And so that's why I'm pushing  
20 for -- so we've had several meetings this year in  
21 reference to Aerosimple and Simplify i3 and we want  
22 to push forward.

23 CHAIRMAN LUDLOW: Okay. You've got one,  
24 Courtney. I don't think you're going to get this  
25 one.

1           I mean, I am not for that Simplify i3 at all.  
2       \$27,000, you know, no, I'm just not. I mean, we're  
3       a small company and where -- there are bigger  
4       companies that don't even have that. So I -- if  
5       you want a CFO and things like that, but I just --  
6       that is way too expensive. Comments?

7           MS. CASH-CHAPMAN: I feel like this might  
8       be -- I don't think that -- talking about pushing  
9       things off that aren't emergencies --

10          CHAIRMAN LUDLOW: Yes, please.

11          MS. CASH-CHAPMAN: -- I feel like this might  
12       be one of those that we might actually all five of  
13       us agree on pushing forward to hold off on till the  
14       next meeting. I'm not --

15          MR. CLARKE: You might have four people agree  
16       with you, but not me.

17          CHAIRMAN LUDLOW: Okay.

18          MS. CASH-CHAPMAN: So --

19          MR. CLARKE: Yeah, well, it's 80 percent.

20          CHAIRMAN LUDLOW: I'd rather put it off.

21          MR. CLARKE: I mean, there's a -- there's a  
22       need. I could see it from reviewing of the  
23       accounting and the administration, there was a need  
24       to automate a lot of the tasks within the operation  
25       of the airport. And facilities management is our

1       most important task.

2               We're about to embark on a large upgrade of  
3       our facilities both from the -- you know, the  
4       infrastructure on the east side of 13/31 and the  
5       west side. And to not have a -- a proper database  
6       program in place that would, by the way, also  
7       interface with the accounting system, it could  
8       actually act as a subsidiary ledger for our fixed  
9       assets, is in my experience an expensive way to  
10      save money.

11             CHAIRMAN LUDLOW: Then you have to hire  
12      somebody to train.

13             MR. CLARKE: We already have two people that  
14      will -- that can -- that are capable of running the  
15      program.

16             CHAIRMAN LUDLOW: Then the -- they can't run  
17      the program.

18             MS. CASH-CHAPMAN: I just meant push it to  
19      December. I didn't mean push it off forever; I  
20      just meant maybe this comes --

21             CHAIRMAN LUDLOW: Yeah, I mean, just push it  
22      off for tonight, for sure. The -- the software  
23      is -- I understand is the least expensive and  
24      training and keeping up is the most expensive. And  
25      if they're already -- their prices are very very

1 high, and I think it could be done another way that  
2 doesn't cost that much money. And I don't think we  
3 should make a decision tonight, period.

4 MS. LIOTTA: I'm happy -- I don't have a  
5 strong opinion on this, but when I'm hearing  
6 concern from other board members about financial  
7 implications, I think it might be helpful for the  
8 board, to the extent that there can be some sort of  
9 financial analysis, like a, you know, business case  
10 kind of presentation on whether it's this is  
11 software or a different software, because from what  
12 I'm hearing from the board, that's the major  
13 concern against adopting this, is that we may not  
14 get our ROI. And so maybe that will be helpful at  
15 a future board meeting to help make -- make a  
16 go-no-go on this or any other software.

17 MR. PITTMAN: Understood.

18 CHAIRMAN LUDLOW: So --

19 MS. LIOTTA: I appreciate you -- your telling  
20 us that you want to have something to say to the  
21 FAA, that they've identified a gap and you want to  
22 tell them what we're doing to address that gap. So  
23 I can appreciate that. Thank you for bringing it  
24 to our attention.

25 MR. PITTMAN: Absolutely.

1           CHAIRMAN LUDLOW:   So that will come back up  
2           when we have time to go through that.   Not tonight.  
3           Entertain a motion to adjourn.

4           MR. CLARKE:   So move.

5           CHAIRMAN LUDLOW:   So moved.   Meeting  
6           adjourned.

7                   (Meeting adjourned at 6:55 p.m.)

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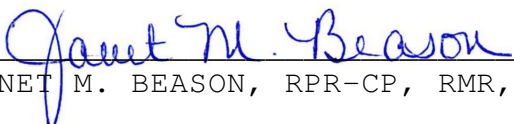
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## REPORTER'S CERTIFICATE

STATE OF FLORIDA       )  
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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 4th day of December, 2024.

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

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