ST. AUGUSTINE - ST. JOHNS COUNTY AIRPORT AUTHORITY

Regular Meeting held in The Conference Center, Meeting Room A 4730 Casa Cola Way St. Augustine, Florida
on Monday, March 28, 2016
from 4:07 p.m. to 5:59 p.m.

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BOARD MEMBERS PRESENT:

CARL YOUMAN
SUZANNE GREEN, Chairman
RANDY BRUNSON
BRUCE MAGUIRE

ALSO PRESENT:

DOUGLAS N. BURNETT, Esquire, St. Johns Law Group, 104 Sea Grove Main St., St. Augustine, FL, 32080, Attorney for Airport Authority.

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

JANET M. BEASON, RPR, RMR, CRR
St. Augustine Court Reporters 1510 N. Ponce de Leon Boulevard St. Augustine, FL 32084 (904) 825-0570

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PROCEED N GS
CHAIRMAN GREEN: Call to order the meeting of the St. Augustine Air Force -- Air Force. Airport Authority board. Pledge of Allegiance. (Pledge of Allegiance.)

MR. BRUNSON: Sorry. Get that bridge operator working more.

MEETING MINUTES \& FINANCIAL REPORT
CHAIRMAN GREEN: All right. Our initial
agenda, just it -- the meeting minutes from last meeting. You've had a chance to look at them. Any objection, exceptions?

MR. BRUNSON: I have none.
CHAIRMAN GREEN: I have none, either. Carl?
MR. YOUMAN: No problem.
MR. WUELLNER: Give you a --
CHAIRMAN GREEN: They'll be approved.
MR. WUELLNER: -- quick update on the audit. The -- apparently the -- really hot again now. The Auditor General has the actuarials that have been done for the state's FRS. We're expect -- we're being told they'll be in our hands within about two to three weeks.

So I see no reason right now we won't -- they won't finally be able to present the audit and be
done with it at the May meeting, so -- it's crazy. Hopefully it -- they keep telling us it won't be annual problem, but it caught -- for some reason caught them all offguard in getting them done. CHAIRMAN GREEN: Well, we can't get other bills out of the Governor's office, so I'm -MR. YOUMAN: Just as a comment, TPO's having the same problem.

CHAIRMAN GREEN: Are they?

MR. WUELLNER: Every --

CHAIRMAN GREEN: I think everybody in that --
MR. WUELLNER: Yeah, anybody under FRS is
having this problem.

MR. YOUMAN: Can you hear me? Can you hear me?

MR. WUELLNER: I can hear now.

MR. YOUMAN: I mean, it's green.

CHAIRMAN GREEN: Well --

MR. YOUMAN: Can you hear me?

MR. WUELLNER: We got you.

MS. HOLLINGSWORTH: Yes, sir, I can hear you
now.

CHAIRMAN GREEN: But $I$ know a lot of people in
that $F R S$ that's -- that are having those problems.
Okay. Our financial report? Any exceptions?

We will -- our treasurer is not here right now. I read through it. I did not see any exceptions from last meeting.

MR. YOUMAN: I'd --
CHAIRMAN GREEN: Okay. Treasurer's report then is approved.

AGENDA APPROVAL
CHAIRMAN GREEN: Agenda approval? We have a few things on our -- the port-a-port, the resolution, and the reviewing the insurance brokerage selection process today.

And I know we had a difficult time getting this meeting, the time frame, so I thank everybody for adjusting their time schedules to do this. So the agenda can go forward as printed?

MR. YOUMAN: Yes.
CHAIRMAN GREEN: Okay. Then let's go to our reports. Ed? EXECUTIVE DIRECTOR'S REPORT

MR. WUELLNER: Okay. First off, just a reminder that Frontier service begins on a daily basis beginning April 14th, and that will be an evening flight to start us off on that night to Chicago.

A quick restaurant update to give you an idea.

We have prepared the RFP, the request for proposals on that. That appeared first today in an advertisement in the -- in The Record this morning at -- in the paper. So that has a due date now of April 20th for those proposals to be back to us. We are asking that if there's an Airport Authority member -- consistent with our purchasing policy, if there's anybody on the Airport Authority who would like to be a part of that review or evaluation committee for recommendations back to the Authority relative to selecting a new restaurant operator and working with us on that, we'd love to -- love to have your help if somebody wants to do that.

CHAIRMAN GREEN: I'd be glad to.
MR. WUELLNER: Okay. Obviously the lease, once it's negotiated and once selected, comes back to the Airport Authority for review anyway per policy, so...

A couple of updates. I hope --
CHAIRMAN GREEN: I'm sorry. Is that just in St. Augustine that it was published?

MR. WUELLNER: I think it is right now. We can expand that. We could probably get it out to Jacksonville if it's helpful.

CHAIRMAN GREEN: Well, I've had some inquiries from the Ponte Vedra Leader and the Recorder. MR. WUELLNER: We can -- we can -- it's also on our web site, it's available. So I'll let her know.

CHAIRMAN GREEN: Okay.
MR. YOUMAN: Did you say you volunteered to do it? Is that what you said?

CHAIRMAN GREEN: I'd glad -- I'd like to look over the leases and see what we have with RFPs. MR. BRUNSON: I would, too, but I'll defer to you. That's fine.

MR. YOUMAN: Yeah, so would I.
MR. WUELLNER: Okay. Navaid, a couple of updates. Hopefully you found of some value the pre-meeting briefing that we put together last or got to you last week or earlier than that. It kind of goes over the basic items that were out there left hanging or you just, you know, generally probably need to know.

A couple of updates to the navaids. We're still -- the glideslope apparently went back out again this morning. They are due here tomorrow to evaluate what that is. We're not expecting anything major. It appears to be, believe it or

> not, water related at this time, which is usually symptomatic of some kind of cable. TVOR, they will be on-site tomorrow again looking at that. The problem at this point has been for the last several weeks iden -- finding the capacitor that's required for the transmitter on that.

There's two capacitors actually, both of which were damaged by lightning a while ago. They have finally identified or found those capacitors, and they are shipped and should be here by Friday. So I'm optimistic that maybe Friday but certainly by the first of the week we'll have that back up and running on the TVOR. And that's assuming that the lightning damage hasn't gone to somewhere else. But that appears to be the -- the last issue from the problems we had with it over the summer.

CHAIRMAN GREEN: Why so long?
MR. WUELLNER: Well, honestly, we have been unable to find the parts for this. Our -- these navaid techs have been scouring the country.

It's -- the VOR equipment is becoming and being decommissioned and is just being removed from inventory as a navigational aid, so it's increasingly difficult to find parts. The other is
the navaid, the particular $T V O R$ we had was 15 or 18 years old when $I$ got here, making it almost 40 years old, the equipment. So finding parts out there is becoming difficult.

We are assuming there's some compatibility with some FAA facilities that have come offline and are planned to come offline, some nationwide T -TV -- not TVORs, but VORs. We think there's some commonality of parts, but the trouble is FAA has apparently bundled all these as a package, won't release them domestically, and are sending these parts and equipment packages overseas for their use to foreign countries. So we don't know if we're going to be able to continue to get parts for this long term, and I -- I kind of mentioned that in the information $I$ sent you.

So, the good news is we have found these particular capacitors and -- and they're running several hundred dollars apiece, the particular ones for this VOR. So we have identified them. Hopefully that will get us back into business.

We have not had -- this isn't a part that can -- has continually failed, that we've had to search that all the time. I think this is directly a result of the lightning strike we took last year.

MR. YOUMAN: Well, maybe I read this wrong, but there's nothing to replace this?

MR. WUELLNER: That technology is basically gone.

CHAIRMAN GREEN: That's --
MR. YOUMAN: I mean, is it --
MR. WUELLNER: Yeah.
MR. YOUMAN: I know it's gone, but what are other airports doing that -- where they've taken it out --

MR. WUELLNER: Well, the vast majority, north of 90 percent of the VORs were owned by the FAA. They were not owned privately or owned by individual airports. They were owned as part of a National Airspace System.

> Majority of them have already been
decommissioned or will be or are slated to be decommissioned by FAA over the coming years. So that -- that whole methodology of navigation is slowing disappearing domestically.

MR. YOUMAN: What I'm getting at, what's
replacing them?
MR. BRUNSON: Yeah.
MR. WUELLNER: It's GPS.
CHAIRMAN GREEN: GPS.

MR. BRUNSON: GPS.
MR. YOUMAN: Why can't -- we can't we just replace it with GPS? Why are --

MR. WUELLNER: Well, we already have, and the FAA has already written approaches and the like for here. But it's being used -- because they still train pilots with that technology because they still run into it, it's used extensively in the flight training efforts on our airport. That's the reason it's --

MR. YOUMAN: Okay, okay. MR. WUELLNER: That's the primary reason it's important here.

MR. YOUMAN: Okay. Because so many of the pilot trainees are from other countries which still --

MR. WUELLNER: And even here, yeah.
MR. YOUMAN: -- the FAA's stocking the world
with all these parts except us.
MR. WUELLNER: Correct.
MR. YOUMAN: So we just keep it as a tool for
the --
MR. WUELLNER: Training.
MR. YOUMAN: -- training mainly. Okay.
MR. WUELLNER: Yeah.

MR. YOUMAN: It didn't make sense why we kept it.

MR. WUELLNER: Yeah. At some point in the future we'll simply be unable to repair it. But hopefully that's down the road a while.

MR. YOUMAN: Okay.
MR. WUELLNER: Yeah, that's it for the navaid. But that kind of brings you up to speed on that. I would think within the week we should be back up and running with everything.

As a point of -- point of interest, FAA has in its recent publication of instrument approaches for the airport has already decommissioned the VOR approach to Runway 31, I believe it is. So they're -- they're slowly even pulling them out of the instrument -- without consultation to us, it's just disappeared.

MR. BRUNSON: Ed, is that going the NOTAMs, that -- that they've done that?

MR. WUELLNER: Well -- ADIZ. I mean, it would be on ADIZ. If there was a NOTAM on a -- the navaid being out, it's out there also, if that's what you're asking.

MR. BRUNSON: Yeah, that's what I'm asking.
MR. WUELLNER: Yeah. Okay. And I think
that's all I had for you. Everything else is -CHAIRMAN GREEN: Right now?

BUSINESS PARTNER UPDATES
CHAIRMAN GREEN: Okay. I don't see
Ms. Bennett. Anyone from the commission?
(None.)
CHAIRMAN GREEN: Okay. And Michelle?
MS. CROWNOVER: Nothing to report.
CHAIRMAN GREEN: That's from
Atlantic Aviation. And Jim.
MR. GRUNDY: We had our Saturday meeting on March 12th and we had good participation. There were three of these Panthers that showed up, one flown by the owner of the company and two flown by builders that had purchased his kits. He tells us that he's sold 80 kits so far in two years. There were about 35,40 SAAPA members at the meeting. We have one scheduled for April 16th. Two presenters. Tammy Alvin is going to be one presenter talking about the tower and helping us understand current issues and opportunities. And the second one is John Leslie, a author and a naval aviator from St. Augustine, who has written a book about his father's career and his career. So it'd be great if some of you people could come out to
the meeting on Saturday, the 16 th. CHAIRMAN GREEN: 16th. Thank you. And Northrop?

MR. NEHRING: Nothing.
CHAIRMAN GREEN: Nothing? Okay. Thanks. And Mr. Burnett.

MR. BURNETT: Nothing really in particular to report other than we had a couple of lease issues that we dealt with over the last month or so. One related to a lease expire -- expiration on property that was rented from the airport on U.S. 1 South, and then also related to the Fly-By Cafe and getting that transitioned back to the Airport Authority.

CHAIRMAN GREEN: On the Fly-By, is there anything we are doing or can do to recoup the nonpayment of their -MR. BURNETT: That's still -CHAIRMAN GREEN: -- taxes and -MR. BURNETT: That part is still pending. They did interestingly enough come in and pay a big portion of it.

CHAIRMAN GREEN: Okay.
MR. BURNETT: And -- but there is the more recent taxes and the one rent issue outstanding.

CHAIRMAN GREEN: Okay. So we're still trying to recoup as much as we can?

MR. BURNETT: Yes.
MR. BRUNSON: Did -- did we let them go too long without paying before we did something or --

MR. BURNETT: I guess --
MR. BRUNSON: In your opinion.
MR. BURNETT: Let me jump in and answer that if I could.

One thing that happened in that lease was they did get behind. At the time when they'd get behind, they promised that they would catch it up. And what we did as part of that process was get them to sign a personal guarantee to personally guarantee those funds, which we do have that process in place under -- in your policy. So ultimately the portion of it that they came back and personally guaranteed they did pay that portion of it. So, the rest of it's still outstanding.

So I guess the answer to your question is in part the airport has tried to help tenants get to where they're successful --

MR. BRUNSON: That part's good, but, you
know --
MR. BURNETT: Yes, sir.

MR. BRUNSON: -- there comes a time. MR. BURNETT: Yeah, we ultimately got there.

CHAIRMAN GREEN: I think it went smoother than it could have if we had to try and do an eviction and then get the lease timely terminated. So I think we tried to work with them as best as possible and the lease terminated itself. MR. BRUNSON: Okay. CHAIRMAN GREEN: Carl? MR. YOUMAN: Did -- were we able to determine the basic reason for failure over there? Because they seemed to have a good theme, airport theme. The food was good overall. I mean, I'm just curious.

MR. WUELLNER: I'm sure there are a number of issues, one of which is obviously financial. We have anecdotal evidence of cleanliness of facility, food quality, some things of that nature that were of concern to visitors to that restaurant.

MR. YOUMAN: Okay.
CHAIRMAN GREEN: Okay. Then going to our
first agenda item, the port-a-port replacement.
PORT-A-PORT REPLACEMENT FEASIBILITY REVIEW
MR. WUELLNER: Yeah. At -- at your request
last meeting, we prepared a bit of an overview of
where we are with this. It's a topic that keeps coming up and -- and rightly so, on a fairly routine basis.

Where we -- this is -- this report is kind of designed to give you an overview of where we are, where it potentially is heading. In, you know, my capacity as airport director, I -- you know, it's always incumbent upon me to keep you aware of the pitfalls or potential pitfalls that are out there. So this is the topic that we need to just walk with caution and make informed decisions as we go forward.

As I've indicated to individuals who have spent time talking with me on this -- on this topic over the last year or two, you know, we're not -from a staff position, we're not -- we're not saying no to this at all, but there's -- there are things out there in the general or the big picture that are concerning as they relate to developing new T -hangars, not the least of which is the cost to develop those facilities. Some -- some trends that are concerning in general aviation as a whole that may or may not have any effect on how it plays here. We -- we internally from a staff perspective have tried to take the position that given the age
of our master plan, meaning it's in excess of 10 years at this point of age, this is typically where things get into a very vague area of planning.

We have a master plan as you're well aware of that's schedule to begin here $I$ would think by summer -- it's in the queue with FAA. As soon as they're able to commit projects, I think this one will kick out some time -- some time between June and September, is a best guess at this point. We'll allow that to get going at that point.

A part of any master plan is the analysis of the aviation forecast that are specific to the airport and then the translation of that data into -- the forecast into what we have existing in terms of inventory and needs, and then the next piece of that of course is identifying how those deficiencies if they're identified are addressed on the airport, and then giving a timeline suggested for development of those facilities and also a financial plan for getting there on the same facilities.

And hangars are just a piece of that overall planning picture, and virtually everything we do on the airport is -- is -- I wouldn't use the word governed, but certainly is covered by the

Airport Master Plan and recommendations that come out of it. So, in our opinion the master plan is certainly a -- a very important step.

The other piece of this you are probably aware of or -- from being on the board as long as y'all have, you know, our capital projects have to be identified in the Airport Master Plan in some form or fashion to remain eligible for funding under both FAA and Florida DOT. So we need to, you know, continually make sure that our master plan squares up with our capital program as we go forward.

As I mentioned with a 10-year-old master plan, we're now at the end of the -- you know, the high probability predictions that came out of the last master plan. We're now in that last 10 -year phase of planning.
(Mr. Maguire enters the room.)
MR. WUELLNER: So it's important that we look at it cautiously.

We -- we currently have seven units that are out there and being leased on the -- on the port-a-port side. All of our port-a-ports that we're aware of are -- are more than 50 years old. Most of these were placed in the early to mid 1960 s and have remained on the property since that time.

They were moved, most of them, from one area of the airport to the other, some of them more than once, many years ago. The most recent moves of any of those hangars is about 18 years ago.

Most of the units that are out here because they were primarily made of, you know, steel and -and older non-clad kind of exterior materials have been rebuilt many times over. Significant sections of the structural steel have been replaced over the years. We're really at a point, as we've pulled them out of inventory, there's really nothing left to weld on. It's -- it's really gotten to that point almost of the units.

As a point of reference also, we made the recommendation, "we" being staff made the recommendation over 10 years ago to remove the T-hangars from inventory and to replace that capacity. The board at the time felt that it was much more important to put additional units rather than look at a wholesale replacement of these port-a-ports, and that is sort of how the south T-hangar project was born, out of that -- out of that recommendation.

As a result, 42 additional $T$-hangars were built in the 2007 through 2009 timeline back here.

And those -- those are pretty much surrounding this building. They are the most recent $T$-hangars built. So the most recent ones are sitting at about 10 years old also. There we go. Maybe. Carl, would you mind bending your mic just down a little bit there? Thank you.

When you look at our $T$-hangar waiting list, you know, we're sitting at approximately 125 people on -- on the hangar waiting list. We've identified probably 25 to 35 that are what we would refer to as list-sitters: They're always on the list, they never take a unit, they've come to the top of that list a number of times over -- over many years and many new hangar replacement cycles, typically do not -- or have not historically taken a hangar.

Our frame of reference, and this is borne out through the last two hangar -- major hangar projects we've had here, we typically only place about 40 percent of the people on the hangar waiting list. And by that, I mean they're offered a hangar, but only 40 percent of the names on the list actually accept a hangar at the time it's available.

We've taken the list down on two separate occasions to less than a handful of names, less
than 10 names. I think in one case we were down to about four names, and $I$ think this most recent time we were at about eight or nine names before everything was filled up.

So -- and those had a wide -- I know Suzanne was on the board at the time, I think Randy might have been, too. But that entered a very lengthy discussion on the rate setting of those hangars when they came into play back in $I$ think it was '08, ' 09.

And we've -- we've borne out also over the years that historically the level of interest in occupying hangars is still somewhat -- or I should say very price-dependent when it comes down to it. So, you know, obviously lesser-cost hangars are of more interest to more fliers than high-priced or higher-cost units.

Which kind of brings us to -- well, first let me -- let me pop the slide up quick and just refresh everybody's memory as to the area generally we're referring to on the airport. It's the area that sits between -- it's basically hangars rows D, E, and $F$ are made up of port-a-ports. Interestingly, those -- those hangars as I mentioned are nearly 50 years old.

Any replacement project over in that area carries with it some -- some -- some challenges, nothing -- nothing over the top. One would be to take the port-a-ports that are there and to bring the spacing of those units, by that $I$ mean the rows of units, into compliance with FAA standards. They currently are -- the taxilane separating them is -is less than optimal for FAA design standards. That means that really to correct this, we'd take three partial rows of hangars and create two full rows of port-a-ports out of the same space and get the correct spacing.

It's sort of formed an artificial limit on the use of hangar row $G$ as a result because the front spacing between $F$ and the -- and the $G$ row of hangars is -- we have -- if you recall, we have a 50 -foot door opening on the $G$ row of hangars, and frankly it's a pretty narrow passage for aircraft that -- that do approach a 50 -foot swing span in that area. There's really no room to really maneuver or park or turn your airplane around or anything like that.

Historically I would think that we build units that very much mirror or are similar to what we built in the past. That's going to end up in the
around 800 to 1000 square foot range per unit. That's about what a normal $T$-hangar square footage number sits. We have some on the low side, and frankly the port-a-ports are probably on the low side in terms of the square footage, and we have some that sit in the just under 1000 square foot. We also have a few in this newest development, because of the type of hangar that was built, there are a few when you -- that have extra space affiliated with unusable portions of the building that are created when you create a T-hangar design. That results in some additional square footage that some people like for additional storage or workshop area or -- or the like. And that raises some of the square footages up to around 1400 square foot on a -- on a few units out there. Those have -are quite pricey as a result of the cost per square foot.

Anything we do in the -- in the $D, E$, and $F$ row area, we need to deal with drainage appropriately. You may not be aware, but that area for whatever reason the $T$-hangars originally were placed over some old drain system that drained the Araquay neighborhood. We literally have storm sewers along Estrella Avenue that go directly under
the hangar development project and drain directly into the ditch or the canal, that little ditch that runs perpendicular to the hangars out there. That would need to be addressed in this project one way or the other.

Because of the fact they're port-a-port
hangars, there's no single slab out there. In fact, some are on asphalt, some are on concrete slabs. There's real a hodgepodge of electrical that went there to support powering those hangars over the years. It's a very eclectic at best kind of layout; something that's fairly easy to fix, it just takes time and money. All of which influenced the cost of replacing the units. There are -- as I mentioned, we'd be taking probably -- I think the dimensions would easily support two 10 -unit T -hangars out there without any issue. There's a possibility that 12 units could be squeezed there. We have not done that evaluation, but there -- it really doesn't affect the metrics here in the big picture. Based on recent bid opening experience, and this is just a few -- you know, about six months old data, you're looking at about a hundred thousand dollars a unit to build the $T$-hangars
themselves. So a 10-unit T -hangar is literally sitting at about a million dollars for the building. That's slab, electrical, door systems, the whole megillah. They're sitting at about a hundred thousand dollars a unit. When you add the site back in there, we're guessing you're looking at $\$ 2.2$ to $\$ 2.6$ million to put 20 T-hangar units out there in place.

We have put in a request with Florida DOT
through the JACIP, the Joint Automated Capital
Improvement Program, a request for their
participation in developing $T$-hangars. That
request moves to funded, if you will, in 2018, meaning in 2018 they'd be able to participate at a $50 / 50$ level in building these hangars.

A reminder that current policy would put the ROI that the Airport Authority was to expect out of this or any other hangar project that develops at 7 percent. Right now there would be concerns about the long-term viability within the master plan.

And let me -- let me -- and again, I'm going to remind you that the price seems to dramatically affect interest in the hangars themselves. Let me run through a couple of sets of numbers real quick so you -- you understand the -- why we've -- we
meaning staff has this on the pace it is, and that pace being simply to wait on two things: The master plan to -- to identify or solidify the areas and the need long term for these hangars, and then secondarily waiting on Florida DOT's participation in the development of the hangars. And here's -here's the first reason as to why. The -- if the Airport Authority were to build these, now this is -- these particular numbers, I'm going to point out it's up there at the top, but I want to make sure you understand. This would be the Authority paying the entire cost of the project. So these numbers are ugly and -- and would be ugly.

When you put the amount of -- you know, borrowing for 10 years or borrowing for 20 years -and yes, there are many ways to borrow in between there or even look out longer than that if the Authority wanted to consider that when you got to that point.

When you put in the ROI, the rent expected out of the standard $T$-hangar if we pay all of it and only borrow the money for 10 years, means that we need to have a rent equation that's nearly $\$ 1200$ a month. That is, you know, my opinion a complete

> deal-killer for port -- for hangar tenants, T-hangar tenants. That is nowhere near and -- and very hard to -- to believe that we would find tenants for 10 or 20 or 22 or 24 T-hangar units despite the wait -- waiting list length. The $20-y e a r$ numbers of course get about 50 percent better, as you would expect. Not quite, but about 50 percent better. That would bring the rent down to in the $\$ 700$ range. This is -- you know, as I said, we're using about a 4 percent -- I didn't say this yet, but the 4 percent RPR -- I'm sorry, APR and about a $\$ 2.2$ million principal. If you wouldn't mind advancing it, let's look at how -- this is affected by of course by putting Florida DOT money in the mix. You can see the numbers and feasibility start getting into a reasonable or more reasonable range.

The -- even with the Authority borrowing its 50 percent share over 10 or 20 years, you can see the rent now gets down into $\$ 600$, and on a 20 -year borrow gets down into the $\$ 350$ kind of range. Again, one -- this is a million, \$1.1 million kind of borrow at about 4 percent APR. So that's the reason at least financially and occupancy-wise why waiting until Florida DOT money is available
probably makes very good business sense from the front end.

Even at $\$ 350$ a month, I'm not sure that's, you know, going to be the magic number that's going to allow it to -- to be occupied at a hundred percent. But there's some things we can do as we get close to -- if we were to get close to that decision, that we can help identify the reasonableness and the likelihood that we would have people that were willing to rent it at those rates.

And there are things we could consider, we being the board, could consider to perhaps adjust the rental number to be closer to what others are paying, and that would involve $I$ would suspect a reevaluation of the existing rent structure throughout all the $T$-hangar projects and coming up with something that's in a shared -- shared cost so that that's not being borne out entirely by the 20 or 24 units that would be constructed at that location. Okay. If you'd hit me with the next one here.

There's also the very real issue of we have tenants that occupy seven of those hangars. They're currently paying about $\$ 215$ a month with tax. And they -- you know, I don't know that
you're going to see -- you -- you'd be absolutely relocating those tenants. And then, you know, I think in the most optimistic scenario, you're looking at almost doubling their rent if they wish to remain tenants here.

A couple of things I'd just point out. These get evaluated. They're not -- they're just anecdotal. They're -- the numbers are reliable and they're public-sourced numbers. But, you know, some of the GA trends are somewhat disturbing when you look at long-term viability.

And I'm -- I'm pointing out some of these.
Again these get digested into the forecast for all the facilities at the airport, so it's -- it just needs to be -- you just need to be aware that the GA trends, especially light GA, are not particularly, you know, optimistic long term. And so we need to be aware of that when forecasting's done in the master plan and recommendations come forward when looking to borrow money perhaps to fund the share of building these.
U.S. aircraft building is down 33 percent. Just pick a few out. Aircraft delivery is down 64 percent. You know, piston-driven airplanes that are active are down 11 percent. This is over the
last 10 years. You know, you look -- avgas production is down 29 percent. Some of that's owing to some more efficient airplanes out there, but it's certainly not accounted for at that level. Average age of pilots is up. The only bright spot really out there is the use by experimental aircraft seems to be, probably from a cost of ownership standpoint, that's been up. That's an encouraging sign. Those are also the kind of people or aircraft users that typically occupy port-a-ports -- or, excuse me, port-a-ports -- T-hangars as a rule. So, you know, they're not all bad. ATC operations, you see GA, you know, not accounting for as big a percentage of total operations towered airports, too. So, that's one of the reasons those -MR. BRUNSON: Excuse me, Ed. MR. WUELLNER: Uh-huh. MR. BRUNSON: Where these did these figures on?

MR. WUELLNER: They came from the General
Aviation Manufacturers Association.
MR. BRUNSON: Okay. MR. WUELLNER: They have -MR. MAGUIRE: Did they say why the numbers are
down?
MR. WUELLNER: They don't get into a whole lot of it, but I'm sure it kind -- over the last 10 years, the economy has played a very large part of it.

MR. BRUNSON: Sure.
MR. WUELLNER: But frankly when you look at the -- they have numbers that go out way further than this. When you look at it, they were already trending downward. I think they've been exaggerated slightly for the last 10 years because of the economy.

MR. MAGUIRE: In the last five years have you seen a steady leveling or increase, or it continued to go down as the economy has slowly improved?

MR. WUELLNER: I think at best I've seen some stabilization the last two years. There's very little evidence of new growth.

But you -- if you look at the population as a whole, I mean, young people themselves are -- seem to be less interested over all in aviation. And, you know, kudos to the things like the Aerospace Academy and the Pilots Association and others who have really gone out of their way to engage youth. EAA and others -- I'm trying to get them all but,
you know, there are folks out there trying to get youth engaged in this. It's -- I'm an expensive quote, unquote hobby for young people who make -you know, are typically spending way more than they should even just being college educated.

You know, the generation currently flying many of which had benefit of things like GA Bill -- or, I'm sorry, GI Bill and things of that nature that helped them initially learn how to fly and develop that passion and -- and as they've approach later forms of their career, they've had a little more disposable income to really get involved in ownership and -- and occupancy -- or operation. So I -- you know, is that going to replenish? I don't know. I mean, when you look at the statistics around finding pilots in the airline industry nowadays and coming up through the regional carriers, it's going to be -- you know, there's some really dark clouds that -- that have got to be cleared before aviation has any kind of renaissance here and meaningful recovery. MR. BRUNSON: We need to think about some happy things now. MR. WUELLNER: I know. But, you know, it's -you know, from my point of view, it's one of those
you've just got to be a little cautious. You want to go in there eyes wide open.

MR. BRUNSON: I'm curious. Have you noticed it seems like when I visit the flight schools -MR. WUELLNER: Uh-huh.

MR. BRUNSON: -- most -- most of the students are coming from foreign countries, aren't they? MR. WUELLNER: That's indeed true. MR. BRUNSON: And I don't see a lot of young people hanging around here.

MR. WUELLNER: Well, you know, in some respects, you know, the United States and many European countries have very mature aviation markets.

You know, so the -- the -- they kind of have a system in our case that's set up to kind of build career paths for folks wanting those kind of careers. You know, foreign countries, many foreign countries are still very fledgling in their -their aviation businesses. The airlines that operate there are -- have been very dependent on foreign pilots to fly their airplanes around the world and, you know, they're slowly training enough pilots to build an aviation program that represents their own countries, which is great.

And the U.S. has stepped up and, you know, still has one of the better or more universally accepted pilot's licenses in the world. So it's -it's a great place to train. Florida in particular is a great place to train among a few other places in the U.S. And, you know, if you get the opportunity, they come over here to train. CHAIRMAN GREEN: Carl? I guess you're okay with having board discussion, Ed? MR. WUELLNER: Well, I've got just a couple of more things.

CHAIRMAN GREEN: Let him finish just the last bit of it because it might prompt more questions from the board. You have one more slide. MR. WUELLNER: Thank you. So anyway, you know, to summarize my recommendations related to this are just simply let's see what the master plan data suggests. We do not have to wait till the end of the master plan when it's adopted to make informed decisions. But I think you need to definitely get through the forecasting piece of this and determine that indeed there's significant -- there are sufficient is a better word -- sufficient growth and likelihood that these are going to remain, that

T-hangar occupancies will remain high enough and able to support the financial equations that make the business decision. It's -- it's really a very simple matter if the forecasts support it.

I think we also would -- would be well served that in the event it looks like that that the data supports it, that we take extra steps at that point to assure that there's real interest in those -- in T-hangars at the price point they're likely to end up and get commitments to that. Whether that's in the form of deposits or even getting lease agreements signed in advance of construction so that we -- we really know they're occupied before we commit to building.

And of course I don't see any way financially feasible that we can build these without continued support from Florida DOT in 50 percent match money to build these hangars. The -- the economics just simply price light GA out of building these hangars and occupying them. I don't think a thousand -800 to a thousand dollars rents are sustainable for the average GA pilot. It's just -- just not going to happen.

And of course as we get closer, we can look at what the real financing options and the real
numbers and the like -- and of course we'll have the advantage at that point of having bid a project, I would think to know what the real construction costs are and make decisions in that process that hopefully will keep the costs, you know, as low as possible in the project development. So that's where I am, and I'm sure -I'm sure others have --

CHAIRMAN GREEN: Various thoughts? MR. WUELLNER: -- various thoughts and
opinions and --
MR. BRUNSON: Suzanne?
CHAIRMAN GREEN: Well, Carl -- yeah?
MR. BRUNSON: What is the order of discussion
with this now and -- with comment from the public?
CHAIRMAN GREEN: We'll have board discussion because we've already kind of started right that and I know Carl had some board comment, and then, yes, $I$ have two that want public comment on it.

MR. BRUNSON: Okay.
MR. BURNETT: You may want to board -- hold the board discussion until after public comment, but --

CHAIRMAN GREEN: That's -- just know Carl had -- can you wait till after the public?

MR. YOUMAN: Yes.
CHAIRMAN GREEN: Okay. That's fine. Then I have Jim.

MR. GRUNDY: When will this be done?
MR. WUELLNER: I would -- I would --
CHAIRMAN GREEN: And you're pointing to the master plan data recommendations.

MR. WUELLNER: Thank you.
MR. GRUNDY: Yes.
MR. WUELLNER: I would -- as I mentioned earlier, $I$ would expect the master plan to kick off in the June to September timeline. That's when funding is expected out of FAA. So it's one of the first three tasks, the forecasting is, in the master plan.

MR. GRUNDY: But when will it be finished?
MR. WUELLNER: My guess is -- and that -- give me a second. That -- it's the only item in the master plan that formally requires FAA's approval in order to go past it, is the forecasting piece. They have to buy in on the forecast.

Typically I would think that you are -- you probably are looking at about five to six months till they -- everything's signed off and those are the forecasts that will be used beyond there.

At that point you can move forward -- I think the -- once the data's solidified and accepted by FAA, then the rest is -- is pretty straightforward in determining their viability for it. And I don't think there's any real time involved in that. It really lines up pretty well with where the funding sits because the funding will be -- begin to be available after July of next year. So, by the -- if you figure getting the -- getting engineering or anything pre -- you know, done ahead of that, you're probably looking at construction beginning September a year from now, you know, 18 months, something like that as a kickoff. Plus construction is typically eight months, nine months on the Ts. I can't -- it's not a complicated project. It's more lead time on materials. The DOT match, again, is programmed, it's there, and it's there in '18, so -MR. GRUNDY: Well, it's there in '17 if you change the priorities, frankly.

MR. WUELLNER: Well, if -- again, you want -MR. GRUNDY: If the -MR. WUELLNER: If the board choose to do that -MR. GRUNDY: -- board changes the priorities,
it's available in '17.
MR. WUELLNER: Potentially.
MR. GRUNDY: The hundred thousand dollars for the hangar cost --

MR. WUELLNER: Keep --
MR. GRUNDY: -- how seriously --
CHAIRMAN GREEN: Jim, we need you up here.
MR. WUELLNER: I would just keep -- I would also just in mind '17 is July of this year.

MR. GRUNDY: No, I know that.
MR. WUELLNER: Okay. Just making sure.
MR. GRUNDY: But I know -- but I'm aware that
you have until July of this year to change priorities and have an effect on where money is spent.

MR. WUELLNER: To change project descriptions
we can possibly --
MR. GRUNDY: For '17 --
MR. WUELLNER: Uh-huh.
MR. GRUNDY: -- you could do that. You could have a project that at least dealt with the -- the demolition phase of the port-a-ports in '17 -MR. WUELLNER: Uh-huh. MR. GRUNDY: -- so that that was all done in
'17. Then you're ready to begin construction in
'18.
MR. WUELLNER: Uh-huh.
MR. GRUNDY: But the hundred thousand dollars a hangar, how seriously have you pushed on that number to see if we could get that significantly lower?

MR. WUELLNER: I -- we -- we haven't. That's what $T$-hangars have bid in Northeast Florida. We haven't bid projects. We haven't -- we haven't built hangars since 2008 .

CHAIRMAN GREEN: '08.
MR. GRUNDY: Okay.
MR. WUELLNER: So --
MR. GRUNDY: So I would really encourage you
to look at ways to get that cost way down --
MR. WUELLNER: Sure.
MR. GRUNDY: -- because it makes a huge effect on those RoIs.

MR. WUELLNER: No question. No question. MR. GRUNDY: Okay. That's all I have.

CHAIRMAN GREEN: Okay. And Reba?
MS. LUDLOW: No comment.
CHAIRMAN GREEN: All right. That's all I have for public comment. Then board comment?

MR. GRUNDY: I'm sorry, I have one more. For
the master plan, can SAAPA somehow be involved in the creation, the development of the SAAPA -- of the master plan?

MR. WUELLNER: Absolutely. There's a --
MR. GRUNDY: Okay.
MR. WUELLNER: -- public committee that we'll be forming as a part of the master plan study.

MR. GRUNDY: Okay.
MR. WUELLNER: And we've always had a SAAPA person on it.

MR. GRUNDY: Good.
MR. WUELLNER: Absolutely.
CHAIRMAN GREEN: Okay. Board comment. I
know, Carl, you've been waiting patiently.
MR. YOUMAN: Are we -- some of these numbers of lack of pilots and lack of interest in flying, is this still a result of the administration when they first came out saying that business pilots, business ownership of planes is bad because it's -you're an elitist if you owned a plane, et cetera, et cetera? And that -- that -- that thinking has permeated for the last eight years.

MR. WUELLNER: If I recall what you're -- what you're referring to, it was -- that was -- appeared to be more targeted toward corporate -- MR. YOUMAN: Correct. MR. WUELLNER: -- aviation, which is not a normal tenant of $T$-hangars. MR. YOUMAN: I understand that. MR. WUELLNER: So -MR. YOUMAN: I'm talking about the general effect it had on aviation over all. MR. WUELLNER: Well, the statistics that I'm citing are strictly related to single and light twin piston-driven airplanes. There are completely different statistics for turbojets, corporate aircraft, helicopters, you name it. They have other -- they have other forecasts, if you will, or historical data for it. MR. YOUMAN: Is there any way of finding out some of the basis for the statistics? MR. WUELLNER: Basis? I -- we can give you the web site reference. You can look at their -MR. YOUMAN: Some of the whys. MR. WUELLNER: -- all of those studies.

There's one every year they put out. MR. YOUMAN: Okay. CHAIRMAN GREEN: Randy? MR. BRUNSON: The only thing that I noticed here was the -- was the cost which, you know, when

> it gets recommended and approved the funding. Because I'm doing a little study now of metal buildings.

MR. WUELLNER: Uh-huh.
MR. BRUNSON: And for about half this price. But is it -- these type hangars more expensive than a regular steel building? I don't know that. So that's something I would have to look at real close.

MR. WUELLNER: Yeah.
MR. BRUNSON: I think that anything we do needs to stand on its own and not be subsidized by something that might happen in our commercial aviation end of it.

MR. WUELLNER: Uh-huh.
MR. BRUNSON: And I -- I -- I too have been on the waiting list for hangars in various years for a long time, and when it comes down to somebody really needing hangars, sure, we have several people here that would take one just like that.

MR. WUELLNER: No question.
MR. BRUNSON: But having said that, these
people that just stay on there and flip and flip and flip, $I$ think we need to look at closely of these people if they're serious and we're going to
get serious, to make a commitment. Whether we can call it earnest money or deposit or whatever we want to.

But, Ed, your crystal ball, is there -- is there other land that if things picked up a little bit and we are doing something with the present hangars, is there any land available to do what we did several years ago, just to build outright new hangars if the economy is turned around? Do we have space or --

MR. WUELLNER: Well, we get back to that issue we were dealing with in '05 through '07, which is you have five property owners that are effectively keeping you from using three large blocks worth of property you own.

MR. BRUNSON: Uh-huh.
MR. WUELLNER: So you'd have to deal with that, either approaching them to -- to buy those -those interests out or consider eminent domain, which the board has steadfastly said we don't want to do. But that's -- you know, that's ultimately a board call as to how that would move past that obstacle.

But, yes, we have -- you know, absent that little roadblock across Second Street there at Casa Cola, you have property all the way out to U.S. 1 that you could develop in this manner. Is it going to materially affect the numbers? I don't think so.

There are no taxiway access back there. There's no -- you've got the same utility issues. You've got Water -- you know, Water Management issues you're gonna deal with. It's -- you know, I -- do I -- I don't know that you're going to see material differences.

MR. BRUNSON: You know, when you -- when you're talking basic numbers, are we factoring in our land cost?

MR. WUELLNER: No, not at all. There's no -no buying new land in either scenario -MR. BRUNSON: I know that -MR. WUELLNER: -- with the exception of -MR. BRUNSON: -- we need a return on our land that we paid for and has to be factored into the cost.

MR. WUELLNER: Historically we don't include land in our ROIs because we're not buying it for that purpose. It's overall airport land that was conveyed to us.

MR. BRUNSON: Maybe that needs to be looked
at.
CHAIRMAN GREEN: Bruce?

MR. MAGUIRE: My turn?
CHAIRMAN GREEN: Yep.
MR. MAGUIRE: First I apologize to the board members and everybody for being late. I have no excuse. It just completely went over my head. So I apologize for whatever I missed.

Now getting back to this -- so there's several
issues. I think everybody pretty well hit all of the important issues, but when you said you -- you purged the list a couple of times and one time you went down below --

MR. WUELLNER: Uh-huh.
MR. MAGUIRE: -- why did you do it?
MR. WUELLNER: Oh. no, no, no.
MR. MAGUIRE: And why did it go down so low?
MR. WUELLNER: Okay. I didn't mean purge in
that sense.
MR. MAGUIRE: Well, my word.
MR. WUELLNER: We exhausted the --
CHAIRMAN GREEN: Checked it off.
MR. WUELLNER: We exhausted the list by
placing them in hangars.
MR. MAGUIRE: Okay. So you gave them --

MR. WUELLNER: Every -- every -- we were down to only eight people out of -- at that time the list was nearly 200.

MR. MAGUIRE: Right.
MR. WUELLNER: We got down to the last nine people on the list before we finally filled all the hangars.

MR. MAGUIRE: Oh, but you -- okay.
MR. WUELLNER: So that's what $I$ was trying to -- we didn't kick them off the list.

MR. MAGUIRE: Well, I didn't mean it in that. So -- and I was curious how you got it down to four or below, how did you get it so low.

MR. WUELLNER: Right.
MR. MAGUIRE: Okay. Looking at -- at purely
the business aspects, taking away the personal
aspirations of wanting a T-hangar, purely business, 7 percent ROI is pretty good, you know, reasonable. I don't see how we can actually figure in the land cost because, you know, this piece may cost a little bit more than this piece over here. So how do -- do you average that or what?

But a hundred thousand, Jim is right, we need -- and Randy both, we need to look at when the time comes, to -- to see a more accurate number.

MR. WUELLNER: Uh-huh.
MR. MAGUIRE: And I assume in this case you just took an average across the board, maybe high, maybe low when it comes down to it, we'll find out.

I don't see how we could possibly do it
without 50 percent funding. I -- honestly looking at the numbers. And I hate to say this to the SAAPA members, but if we do this, prices are going to go up. And as prices go up, I've always -- I've never held back.

To have a 125 members on the list probably means we're not charging enough, okay? Which means we're going to have to raise money, which means people are going to get ticked off at us for doing that and this is going to be decreased. But it comes down to economics, you know?

MR. WUELLNER: Uh-huh.
MR. MAGUIRE: And you can either keep it at 125 and rates low or you can raise the rates, get it down, looking at the economic side point. We can look at the priorities to see if we can move -- I tend to agree with Jim. I don't see why we can't start demolishing things now and get that out of the way instead of having to wait, because then it's going to take another six months or
whatever beyond that.
I've already -- you've already talked about the stats. Another issue based on the stats that you presented, that's an eye opener to me, you know? We all know that in the business world everything is cyclical.

MR. WUELLNER: Uh-huh.
MR. MAGUIRE: It's going to go up, it's going to go down. It went down 2007 and I'll compare it to the housing market. We are just now in the last year seeing the housing market come back. But what we're seeing is people willing to buy, but they're not willing to pay the higher prices that they saw back in 2006, okay? So how's that going to effect the next couple of years?

And Jacksonville was really bad about the commercial market. For years they kept building offices, building offices because the market was there. The market collapsed and they went from like a 6 percent occupancy -- I mean, vacancy to almost a 30 percent vacancy because they overbuilt. They were following the market rather than leading the market.

We have to be very careful. Just because we have 125 people now and the market's going up, we
have to be prepared in 10 years when the market drops that we don't have that 30 percent oc -vacancy that's going to kill our ability to maintain them. And that's basic business and we all understand that.

So, we really have to look hard at the cost, the future market. And these numbers concern me a lot about the future of general aviation. You know, and I hate to see that. I love flying, we all do. I hate to see it go down.

MR. WUELLNER: I agree.
MR. MAGUIRE: So I would consider -- I would suggest following Jim's recommendation. Let's look at go ahead and demolishing what we can, prepping -- under the current financial capabilities we have, prepping for something in the future, even if it's nothing more than clearing it out, and then we can look at it with the 50 percent contribution.

MR. YOUMAN: I have a question about
demolishing. If we demolish, then that would be borne -- the cost would be borne totally by the airport?

CHAIRMAN GREEN: That was part of my question. If we're coming up with our --

MR. YOUMAN: Or would --

CHAIRMAN GREEN: -- FDOT 50 percent
contribution, are we now bearing the cost of demolishing that and then -MR. YOUMAN: Not getting the 50 percent. CHAIRMAN GREEN: -- we have to wait and we can't recoup that 50 percent back. We would bear that cost on our own.

MR. WUELLNER: Yeah, that's correct. The -we do have and one of the things we can explore at the time of getting it -- well, back up. Just basic -- basic grant fundamentals when we're dealing with the state.

You can't incur the cost before the date on the grant for -- for the state. You do have that ability to some degree with FAA grants, but you do not on the state. So the -- the date on that grant is the date that something first becomes eligible on the job. So, the lion's share of the money as it stands today becomes available July round numbers next year. So to incur costs before that --
(Mr. Brunson leaves the room.)
MR. WUELLNER: -- would be problematic with that grant.

Now, we do have -- there's a smaller grant we have for design of some corporate hangars that currently we don't have an act -- anything active going on. That could be, we -- I should say we could go to the state -- it's not -- I don't think it's going to trigger their threshold that it's going to be a problem. Perhaps repurpose that grant under the title, under the grant description, and make that money available to begin design on the hangar -- on the -- on the facility. That would perhaps put you in a much -- it's going to be accelerated --
(Mr. Brunson reenters the room.) MR. WUELLNER: -- but probably three- to six-month head start if you did nothing until July of next year. I -- that -- that in itself doesn't concern me. I don't see that being a problem. I have two -- I have two small areas of concern relative to the existing hangars. One, tearing them down sooner rather than later isn't -I don't think there's enough money to materially change the speed that the project gets built gets. The second smaller component of that is as soon as you begin that effort, you also eliminate that little bit of revenue source to the airport,
too, because those hangar -- those seven or -seven or eight tenants whatever -- whatever it was, you know, that revenue goes away. CHAIRMAN GREEN: Well, you eliminate and you displace them. MR. WUELLNER: And displace them. MR. YOUMAN: And displace them. MR. MAGUIRE: A good point. MR. WUELLNER: So I -- I'm not sure -- I think there's time to be gained in the overall process by maybe pursuing the engineering if that's a decision that -- I still think you need to really get past the forecast piece of the master plan. But assuming that, you could move quickly to get the engineering launched, get that piece all settled, the stuff that takes time, the permitting, Water Management issues, those kinds of things that eat up a lot of project time, get those put to bed or largely put to bed by the time the actual construction dollars became available in again July of '17 for this, so... CHAIRMAN GREEN: How does that affect monetarily what we have discussed or have interest in with the land across U.S. 1? MR. WUELLNER: Well, I think that's part of
the bigger budget discussion that --
CHAIRMAN GREEN: Right.
MR. WUELLNER: -- you know, will kick off here starting in May and June. So -CHAIRMAN GREEN: I think we need to start -MR. WUELLNER: -- you know, you've got to match --

CHAIRMAN GREEN: -- if we have funds that we're using over here, make sure we're still okay on our other side before we're stretching our dollars too thin.

I mean, if we could do some feasibility like you're saying with regards to the drainage -- I'm a little concerned with the Estrella. We'll probably have to look at that -- and not spend a lot of our dollars and not stretch our problem.

Because the land acquisition over here across U.S. 1 isn't going to happen all the time. It's very rare --

MR. WUELLNER: Correct.
CHAIRMAN GREEN: -- that you have that many
pieces coming together with the Water Management District and with Flagler Development and everything. I thought that if we can hang on to it is just a very business-savvy purchase if it the
works the way we've looked at it. But I'd hate to lose our ability to do that because you're spending money over here maybe six months too early.

MR. WUELLNER: Right. Honestly, we have not even attempted to build the projected capital budget in the next year yet. So, you know, we'll know something very shortly. 30,60 days kind of timeline we'll begin to be able to see meat on that bone and see where it's looking.

MR. YOUMAN: The other consideration, I don't know, of fairness $I$ guess you would say it, tearing down these $T$-hangars now, there -- there's seven people currently in those hangars. We would displace them. Not only would we lose the revenue, but we've kicked somebody out to be able to maybe hasten the project by a month or something like that for the benefit of somebody on a list, and I don't think that's right. I absolutely don't think that's right. Because it can't take that long to tear down these hangars.

MR. WUELLNER: No. I don't think demolition material -- the actual demolition of the hangars is materially going to make any difference in this project.

MR. MAGUIRE: Okay.

MR. WUELLNER: You're -- you're talking a week, if it's even that.

CHAIRMAN GREEN: Well, you don't need any --
MR. WUELLNER: A stiff wind between now and then may take care of it for us.

CHAIRMAN GREEN: We are getting a hurricane this year.

MR. MAGUIRE: And I --
MR. YOUMAN: What would -- what would be the next step in this process? What -- what is your recommendations on --

MR. WUELLNER: Oh, I'd go back -- back to my original, which is just simply let's get through the data piece here and $I$ think by -- you know, you're -- you're about the end of the calendar year, thereabouts, and we know whether this makes any sense from a forecast standpoint.

At which point we can -- we can develop
whether we want to go ahead and petition DOT to reclass -- reclass if you will the -- the -- some design money and get started on design ahead of this, or wait till the money's available, whatever -- whatever -- whatever suits the board at that time.

CHAIRMAN GREEN: What's our deadline for
reclassifying if we want to use some of that for --
MR. WUELLNER: Well, you -- you would be
taking an open grant and simply just -- what they
do is amend the project description and add this as
an -- an eligible item under the grant. It's
not -- you don't lose the original description, it
just adds this as additional.
CHAIRMAN GREEN: But does it expire, is what
I'm saying?
MR. WUELLNER: I'm sure it does, but I --
honestly $I$ think this one we -- the one I'm
particularly talking about is through at least
March of next year.
CHAIRMAN GREEN: Okay. So we have some --
MR. WUELLNER: Yeah. And then -- and as part
of the rename, you can ask to extend it also, so...
MR. MAGUIRE: But that grant's already
committed for something?
MR. WUELLNER: It --
CHAIRMAN GREEN: We could reclassify it.
MR. WUELLNER: It's out there. It was an
or -- a grant of a couple of years ago that's
sitting there for corporate hangar design.
MR. MAGUIRE: So we're not -- not --
MR. WUELLNER: It's not new money.

MR. MAGUIRE: -- we're not moving anything out of the way to --

CHAIRMAN GREEN: No.
MR. WUELLNER: Correct. Correct.
CHAIRMAN GREEN: So you don't need any board direction; this is more of a --

MR. WUELLNER: Well, I --
CHAIRMAN GREEN: -- a discussion that we needed everybody --

MR. WUELLNER: -- I think you collectively as a board and -- and with or without the concurrence of SAAPA thinking that, you know, there's a -- a reasonable process in place to move forward.

I mean, $I$ think -- you know, I'd be hard-pressed today to go let's -- let's just go to the wall and get it done. I mean, it's just -which is what I've been saying for better part of a year.

MR. BRUNSON: My comment is that we've been saying the same thing for many months.

MR. WUELLNER: Yeah.
MR. BRUNSON: And -- and I think that we're getting close to the data plan, the recommendation, and I would say that we wait until we get that and then go full board.

MR. WUELLNER: Based on the results of that, yeah.

MR. BRUNSON: I think that's what we've all been saying.

CHAIRMAN GREEN: Yeah.
MR. WUELLNER: I know I just would like to feel more comfortable, I'm sure the board would, on --

CHAIRMAN GREEN: Sure.
MR. WUELLNER: -- on a fiduciary level.
MR. BRUNSON: And hope that we're making the right decision.

MR. WUELLNER: Well, and you still don't know, but I think you -- you know, you're going with what you have.

CHAIRMAN GREEN: Okay.
MR. WUELLNER: So are we generally all on the same page here?

CHAIRMAN GREEN: I think so. I wanted to see some -- I mean, it's a big fiscal decision and I wanted to get some of that forecasting --

MR. BRUNSON: Yeah.
MR. MAGUIRE: Yeah.
CHAIRMAN GREEN: -- so we know open eyes what we're getting into.

MR. BRUNSON: Especially juggling these seven people and putting them top of the list and putting the next -- you know.

MR. WUELLNER: Uh-huh. And -- and I think, you know, as we get to the budget process, you know, going through -- going in through the summer, you know, if we're able, we can allocate the match to that -- that grant that's open and have it waiting so that in the event the decision's a go after the first of the year, then --

CHAIRMAN GREEN: We're speaking of the next two or three meetings.

MR. WUELLNER: -- we're going.
MR. MAGUIRE: Well, I was -- I was incorrectly
assuming that the $T$-hangars were empty. But if we're going to displace, that's not good. If we're going to lose revenue, that's not good. So if you can shift it to the design factor and get that out of the way, doesn't affect anybody really --

MR. WUELLNER: Right.
MR. MAGUIRE: -- on the negative side.
CHAIRMAN GREEN: Right.
MR. WUELLNER: Yeah.
CHAIRMAN GREEN: Okay. Next one is our
Resolution 2016-03.

## RESOLUTION 2016-03

MR. WUELLNER: As you -- we discussed at length last meeting, this is the first piece, and following the direction $I$ got from you -- from y'all on moving this forward, this is the first -well, it's technically the second piece of funding related to the land acquisition on the west side.

The state has given us an additional \$1 million of state DOT money in the current fiscal year, which you have a JPA resolution to accept. They have indicated, it's even in the language of the JPA you're considering today, that an additional $\$ 900,000$ will become available as the state enters its new fiscal year again July of this year. That would bring their share up on the front end to this full 75 percent funding expected for this acquisition. A reminder, just so you -- and you'll get tired of hearing it, but just a reminder that it's 75 percent on the front end but you will repay the 25 percent 10 years later at no -- no interest, but it is money that has to be repaid. So we will need to begin accom -- if that's the decision, then we will need to begin accommodating that so -- in some sort of a sinking fund kind of mentality to be sure that it's there
and ready to just write a check when it becomes due and there's no big surprise for -- for future boards or future directors at that point.

The grant currently expires, the land acquisition grant, because they're -- this is a supplement -- let me back up a half second. This is a supplemental JPA, meaning they are adding money to an existing JPA. You have an existing grant sitting out there for land. This adds money to that. That's the most expedient way for DOT -DOT to do this.

The current expiration on that land acquisition money is September of this year. When they give us the new grant money in July, we will extend that out to probably the end of October or November to facilitate closing this with all the funds in place. So you're -- you're looking at maybe a month or two of total extension when we get down to it.

MR. MAGUIRE: Has anything changed since our last meeting with respect to this?

MR. WUELLNER: Other than we've -- it's firmed
up and we now have the actual grant documents for
it. But other than that, no.
MR. MAGUIRE: There's no factors that may have
changed?
MR. WUELLNER: No, sir. It's the same.
CHAIRMAN GREEN: I think those documents came right after our meeting.

MR. WUELLNER: Yeah, it was within about 10 days of the meeting, as $I$ recall. We just needed to let them know that that was the direction and they started -- they started moving it in Tallahassee for us.

CHAIRMAN GREEN: Okay.
MR. WUELLNER: So, to -- to facilitate this at this point you would be adopting Resolution 2016-03, which is your typical supplemental JPA resolution.

CHAIRMAN GREEN: I did not have any public comment. Is there any more board comment? I mean, we need the resolution read, but...

MR. BRUNSON: I think we've addressed this over and over.

CHAIRMAN GREEN: Yeah.
MR. YOUMAN: Yeah.
MR. WUELLNER: Historically we don't read it, but you can if you wish, you know?

CHAIRMAN GREEN: Oh, I'm sorry.
MR. BURNETT: Budget resolutions, yes. Not

> this kind.

CHAIRMAN GREEN: Okay. Well, the resolution's in front of all of the board members, so you can peruse it, is there a motion then?

MR. BRUNSON: I make a motion that we
accept --
CHAIRMAN GREEN: Yes, sir.
MR. BRUNSON: -- 2016-03 as --
CHAIRMAN GREEN: Is there a second?
MR. YOUMAN: Second.
CHAIRMAN GREEN: Hear a second. Any further board discussion.
(None.)
CHAIRMAN GREEN: Hearing none, all in favor of
adopting the resolution, say aye.
MR. BRUNSON: Aye.
MR. YOUMAN: Aye.
MR. MAGUIRE: Aye.
CHAIRMAN GREEN: Aye. All opposed?
(None.)
CHAIRMAN GREEN: Passes.
REVIEW INSURANCE BROKER SELECTION PROCESS
MR. WUELLNER: Okay. Last -- the last item I
have -- last item I have involves the process to
moving forward on acquiring insurance services
for -- for foreseeably the next couple of years. Methodology anyway.

What we're suggesting is that instead of how we've done it in the past -- and how we've done it in the past is simply say, "Hey, would you quote insurance?" And even after putting together requests for bids, I guess is the way -- what you would call it. But putting out the data and saying "Hey, we want -- we want requests for this kind of coverage" and listing it and sending it out and seeing what we get and then it starts an elaborate evaluation process. If you've been in the insurance business or just been around it a lot, you -- you can appreciate that basically nobody quotes it the same way.

You know, what's in a policy or out of a policy is -- is varying by company that's underwriting the policy. And it created a -- a very difficult task of trying to dissect that internally and come to some recommendation back to the Authority for who, what, or how of insurance in many forms would be -- would be acquired.

We believe that the complexity of what we insure, how we insure it, the nature of the insurances we buy would be best served by
effectively hiring the broker for this on a qualifications and experience basis, and then at that point that broker would approach all sources of underwriting for the various lines of coverage and solicit that, do that evaluation, and make that recommendation back to the Airport Authority on those lines of coverage for a -- I say adoption, but for acceptance as insurance moving forward for the next year.

And then that process could be repeated on an annual basis, evaluate the coverages we have for sufficiency -- in some cases maybe we do have too much insurance in some areas or carrying coverage that we shouldn't have -- with somebody that understands completely what it is we do and how we do it and what our risks and exposures are I think would be of great benefit to the Airport Authority. That's effectively what we did in a sense last time. We didn't do it based on brokerage services. We were still trying to do it by evaluating the actual policies, for lack of better terms, or proposals that we were getting based on different lines of coverage, which frankly, you know, is outside of my expertise to say the least. It's probably outside of your individual areas of
expertise. And, you know, they're I'm sure subject to substantial opinion by those who, you know, write insurance as to whether we have it or don't have what we need.

But $I$ think finding a partner in this that is selected from -- in a professional services kind of environment would benefit the Airport Authority. And that's basically what we're asking.

You have a purchasing policy in place that basically mirrors Florida Statutes, the CCNA, the Consultants' Competitive Negotiation Act process. It involves, you know, putting the proposal out there for the services, getting the sol -- the responses to those, evaluating it, perhaps interviewing those firms with -- with the board here, and then ultimately selecting a firm to act on your behalf in approaching underwriters.

You know, we -- the underwriters available in certain lines of coverage here are very few. It could be one or two underwriters. And in some areas of coverage we have there are many underwriters. So, you know, knowing who to approach and how to approach it and what the correct level of coverage is, is a big part of what -- what $I$ would expect a brokerage service to
do for us. So with that, there it is. And --
CHAIRMAN GREEN: Board --

MR. WUELLNER: And we would love, as our policy already provides, I think you missed this on the first item, but -- or not first item, but earlier just before you got here.

We -- we would love to have, as always, at least one -- actually really one Airport Authority member on that evaluation process. If -- depending on how many proposals we get, for lack of better words, evaluate that and make a recommendation back to the board. The board can -- could accept that or ask for interviews, bring those firms in, let -let you guys hammer them before you hire them, and -- and ultimately do this.

I think there's -- we've got plenty of time to do this. We don't need to -- to really work through the underwriting till August or in September before, you know, we need to look have insurances renewal on an October 1st timeline. So, there you go.

MR. MAGUIRE: Were you going to say anything? MR. WUELLNER: He's just de --

CHAIRMAN GREEN: I think he's stretching his knee.

MR. WUELLNER: -- like his knee. MR. YOUMAN: I'm just stretching. MR. MAGUIRE: I don't blame you. Well, if I could go first. The -- this was I guess really pushed by me for a reason. So -- just a quick history so you'll know where I'm coming from.

The two people in town that did the prior insurance policies, the two companies, which was Herbie Wiles Insurance and Baker Insurance companies, provided insurance for years and years I guess based upon whatever the airport said. Then the airport went to the other program where they had somebody come in and evaluate and make a recommendation and the board went with that recommendation.

I have several concerns. One, I am a firm believer that if the capability and the quality is in our county, we need to spend the money in the county. And Ed did point out something that the policy goes -- the money for the policy goes to the company, it doesn't really go to the broker except for a commission. And that's basically true, and the commission may be big, it may be little, but it -- there's a lot of perception here that the
airport needs to support the community, not somebody else. So if we have the capability and the quality, let's keep it local.

The -- I found out that after the policy was removed from Herbie Wiles and from Baker, that the guy who got the contract went to the companies that Herbie Wiles and who Baker -- the underwriters, and asked to transfer the policy to him. This is what I've been told. That he did not go out and seek new ground. He wanted to continue the existing policies.

If that's the case, then why did we change? If that's the case, where did the expertise and the experience of this guy come in that mandated a change away from where we are? I'm relying on what was told to me here, so I'm not going to say it's -- it was definitely true, but indications are it was.

I have problems with someone who -- who came in and did the study and then turned around and said, "I'll provide the -- provide it for you." And finally $I$-- it was a draft that y'all sent out --

MR. WUELLNER: Uh-huh.

MR. MAGUIRE: -- for this -- and I -- I'll
admit up front $I$ am not an insurance expert by any means and I probably know probably about the same amount as you do at best, okay? So I can't point fingers at somebody and say this is bad for good.

But I have done a lot of RFPs in the military and as a county commissioner. And the RFPs that I see the draft to me looks like it's pointed directly at the existing policyholder. It's not designed as a generic in my mind draft for somebody to come in from the outside and say, "Here's what I can do." It -- it's heavily tilted for what's already in existence. That concerns me.

I understand the idea of a central single point of insurance provider, but to me the bottom line is not the provider so much as it is the policy that we're going to get from the provider. And if we can get a policy local that is better than or equal to what this provider gives us, it's the underwriting -- it's the policy itself that's the critical part. However, not to demean the policy, the broker, because the broker is a very important aspect.

So, I like the process. My only concern is -and if nobody else wants to take it on, I'll be happy to be the board member to do this, but I'll
be up front with everybody that my focus is going to be bring the money back to St. Johns County -well, change that. Number one, get a policy or two policies or five policies, whatever it is, that gives us the best protection. Number two, if possible, keep the money local. If it's not possible, you're not going to see me complain and gripe, and we'll take it out with somebody else. That's it.

CHAIRMAN GREEN: Any other board discussion? MR. BRUNSON: Well, having said that, wasn't there some part of the policies that were omitted that needed to be in there, Ed, to meet the requirements of aviation that we were lacking? MR. WUELLNER: Right. Just a bit of a -CHAIRMAN GREEN: Yeah. MR. WUELLNER: -- a bit of a recap. When -- when we were notified that Frontier was going to start service, the nature of coverage for that kind of operation dramatically changed what the Airport Authority's requirements were. Up to the point that we began handling the aircraft, the airport would almost -- I can think of no area frankly where we were not always going to be covered by the sovereign immunity kind of
clause the state has, so that our liability insurance purchases were strictly there to cover some alleged piercing of that governmental veil, which would be highly unusual.

The liability side the airport -- correct me if you remember the number, but it somewhere was in the $\$ 5$ to $\$ 10$ million, was all the liability insurance that the Airport Authority carried because the sovereign immunity clause was in place limiting actions against the Authority.

At the point we began to cross over to handling the aircraft and doing things of that nature, we began to in a sense step out of inherently governmental functions that the Airport Authority did up to that point and got into areas that have likely exposure to general liability things that aren't going to be covered by sovereign immunity.

In addition, as with anybody that handles airline-type aircraft, there's a significant liability insurance coverage that's required to even in any way touch airline operation, whether it's above or below wing kinds of handling.

We approached and began to ask questions at -at two places -- two or three places at this point.

Our liability coverage at the time was handled by --

MR. MAGUIRE: Herbie.

MR. BRUNSON: Greg Baker.

MR. WUELLNER: No. It was by Herbie Wiles at the time. We had an issue also about a provision of fire rescue services on the airport, how -- how that was going to be accomplished.

You may recall back in -- you know, I don't if any of you were back there, probably Suzanne maybe -- but when we had airline service prior to that, part of our ARFF response was through Northrop Grumman. Northrop Grumman handled our initial response with the county, providing essentially mutual aid kind of response to -- to anything. Which was perfectly satisfactory except as we moved into Frontier, Northrop Grumman, not because of Frontier, just simply did not want to do any outside fire rescue for anyone.

They have -- had dropped that ability
company-wide at all their airports, no longer did it. They only handled their own airplanes and those of the Navy that they're contracted to deal with. So we simply had that option removed from us. So we were back to how do we get this -- this
covered?
We began to ask questions about that and got basically zero responsive meaning on how to get this kind of thing covered. No matter what we asked our two carriers, basically they were less than responsive with getting us real answers to the questions.

MR. BRUNSON: That's what I remember.
MR. YOUMAN: Uh-huh.
MR. WUELLNER: We -- we then approached a -an ab -- a group who does strictly aviation-related I'll call it brokerage kinds of services. They -they only do those kinds of things. They insure FBOs. They insure airports. They insure airline operations. They insure aviation kinds of uses. And we said what -- take a look at what we've got. What do we need? Where are we? We don't even -you know, the answers I'm getting are from a local agent asking another agent in some other state whether this is even coverage that covers what we have.

So the -- not to be -- not to be overly blunt,
the appearance of any meaningful aviation-related expertise was nonexistent in St. Johns County. They had expertise in general liability, no
question. Property coverage, absolutely no question. No question they -- any one of those companies could do a bang-up job getting us property coverage and getting us general liability that was not aviation specific. What we found were that our -- the policies that we've held for many, many, many years to include things around $T$-hangars, to include where we interface with fueling operations and self-fuel and -- and movement of vehicles, and flood insurance and property insurance, all of these things had -- or many of these things, that's not fair to say all, but many of these things had been uncovered for years, had never -- they had been dropped. They simply were not in coverage. So had something happened, and we were very fortunate nothing had, there was no -- no one going to be standing behind the Airport Authority from a -from a financial perspective, an insured.

So we made that -- brought that information
back to this board back two years ago I guess now -- well, not quite two years, but about two years ago and --

CHAIRMAN GREEN: 2015.

MR. WUELLNER: -- provided them some
understanding, the board some understanding of what the holes were.

We were still working on a quote-by-quote basis, meaning the information we got from this firm, and at the time Baker Insurance was providing the -- the property-related insurance exclusively for the most part and some other smaller lines of coverage.

We began to explore other kinds of policy -not the coverage per se, but the form of policy that afforded us a broader spectrum of property insurance coverage -- and an aviation premises insurance policy broadened our scope across all our property interests to include things like vacant land and other unimproved things. It was familiar already with uses of hangars and ownership of hangars and the exposure we have there.

The form of policy was -- was largely a better form for the Airport Authority and what we do versus a standard commercial policy or even a standard -- because at the time Baker's -- the policy we had been under for a number of years was a general but more governmental-type insurance form issued by a trust here in Florida, which is a great company, we have no issues with the company. But
the form didn't cover the airport operations quite the way -- a broader form. The -- the method of coverage, instead of it being an $80 / 20$ kind of reinsurance, this is actual -- actual loss kinds of policy.

So the ability to actually get a meaningful claim through, the method of making a claim is I think enhanced for the Authority by the type of policy we have currently. That doesn't mean it's the best form going forward. That's just where it is today.

Many of the aviation-specific insurances
frankly, I think they were not here and available to the Authority because the Authority had never had recommendations to have any of these things covered, whether it's a -- you know, me falling down on the job and not knowing these things are things we ought to have covered, or our agents, I say that plural, over the years -MR. BRUNSON: You know -MR. WUELLNER: -- who had failed to make us aware of the exposure we had in certain areas. But I was very disturbed by the -- the things that were not covered.

CHAIRMAN GREEN: Our gaps.

MR. WUELLNER: There were some huge things. And I know that was reviewed. That's just a few months before you got on the board unfortunately.

MR. MAGUIRE: And to go along with what you said, Baker and Herbie Wiles both --

MR. WUELLNER: Great companies.
MR. MAGUIRE: Baker said, for example, that they specialize in government policies and what they provided the airport was a government policy --

MR. WUELLNER: Uh-huh.
MR. MAGUIRE: -- okay? And it covered the traditional government issues. They felt like -of course they didn't know all the peculiarities, they admitted they didn't know all the peculiarities of having Frontier come in --

MR. WUELLNER: Right.
MR. MAGUIRE: -- but the policy covered all the physical aspects that governments face. And in their mind, that was satisfactory because nothing had ever been presented otherwise to them. And likewise with -- with Herbie.

My point is, if it's the policy we're looking for, then let's find the right one. And I -- and that's the critical issue, is find the right
policy.
MR. WUELLNER: Agreed.
MR. MAGUIRE: Once we find the policy, then let's find the broker to handle it, okay? Instead of the other way around. Let's don't go to the broker first and say "Provide us this policy." Let's find out what the policy we want and then here's --

MR. WUELLNER: Well --
MR. MAGUIRE: And that's what -- this is fine up here.

MR. BRUNSON: I don't think so.
MR. WUELLNER: Well, there -- there are a couple of issues with that.

One, I -- I fully agree that I think any firm, this county or anywhere else, could -- could structure property liability insurance that would be adequate -- you know, in many respects cover the Airport's -- Airport's property interest. I think where things break down very rapidly after that for us is the form of policy, that it's -- it's aviation specific. There are exposures across many, many, many, many, many lines of coverage.

MR. MAGUIRE: I don't disagree with that.
MR. WUELLNER: And we --

MR. MAGUIRE: That's why I'm saying the policy
first --

MR. WUELLNER: We weren't getting that
expertise.
MR. MAGUIRE: The policy first, okay?
CHAIRMAN GREEN: But who's going to
determine --

MR. WUELLNER: No. You mean the --
CHAIRMAN GREEN: -- what that policy is?
MR. MAGUIRE: Well, that's what this process is.

MR. BRUNSON: Let me make two comments. I think what Ed has presented that we need a broker --

CHAIRMAN GREEN: Right.
MR. BRUNSON: -- that's a genius in aviation
and he should tell us -- recommend a policy to us. Once you've screened them and -- and decided on
that broker, they -- they're the ones that's supposed to tell us what's necessary and -- and where we're going to be covered.

And one other comment I'll make is, this comment about doing business and keeping the money in the county, sure I'd like to buy insurance with my buddy Herbie Wiles and his son or Greg Baker.

I'd like to buy -- but I buy at Walmart. Where does that money go? And sure the local agent is going to make a commission, but the money goes to New York, to Wall Street. So -- but if it helps the county, $I$ know what you're saying, we want to do business in --

MR. WUELLNER: Well, that's always the case. MR. BRUNSON: Yeah. So those are my two comments.

CHAIRMAN GREEN: I think what we're asking is have someone like you, since you said you'd be willing, to do it -- I'm pointing out Bruce right now --

MR. WUELLNER: Yeah.

CHAIRMAN GREEN: -- to work with staff and
prepare the $Q$ and $A$. And it's not -- not a
request. It's a -- like a request for
qualifications like we do with law firms. Find a broker. So interview two or three or four that say
"This is what we're looking for. You guys go out and find us what you think you can policy-wise." You can narrow down that broker or two.

MR. MAGUIRE: Well, if that's what you're saying, then we're in agreement. Here's -here's --

MR. WUELLNER: That is.
MR. MAGUIRE: -- what we want in terms of
policy.
CHAIRMAN GREEN: That's exactly what we want. MR. WUELLNER: That is exactly. MR. MAGUIRE: That's what $I$ said. This procedure is correct.

CHAIRMAN GREEN: Right. But I thought you were saying we need to find the policy first, and I don't think we're qualified for that.

MR. MAGUIRE: No, no.
CHAIRMAN GREEN: We need to get --
MR. MAGUIRE: No. We need -- we need to
decide -- and if the policy that's in existence is the right kind of policy --

MR. WUELLNER: Agreed.
MR. MAGUIRE: -- let's start there. Let's
assume that that is the right policy we want. And I think it needs scrutiny because when I read the policy with my, you know --

MR. WUELLNER: Yeah.
MR. MAGUIRE: -- unqualified mind, it looked to me like there was double coverage with immunity versus -- we're paying for extra over and above the immunity. Well, let's look at the policy and see.

But if it's the right policy --
MR. WUELLNER: Uh-huh.
MR. MAGUIRE: -- we have what we need in terms of criteria. Then we can take that --

MR. BRUNSON: I don't think we're qualified to look at that policy.

CHAIRMAN GREEN: Uh-huh. I think we need a broker who is qualified to say, "You're telling, staff, we need --"

MR. MAGUIRE: Okay. So you're --
CHAIRMAN GREEN: "-- this, this --"
MR. MAGUIRE: Then you're saying that the existing policy is not good.

CHAIRMAN GREEN: I don't know if it is or not.
From what -- I looked at the minutes and read through it before I was on the board, and I understood we were losing a lot of the governmental immunity issues, which created gaps.

MR. MAGUIRE: Yes.

CHAIRMAN GREEN: That had to change.
MR. MAGUIRE: And it did.
CHAIRMAN GREEN: So what I'm saying is speak to Baker, Wiles, and -- and somebody else out there as brokers and say, "Guys, this is what we have. We have loss of governmental immunity, we have
this, we have this, we have this. You go out there, guys." They come back to you, Bruce, and staff and say, "This is what we found."

You look at the policies with the assistance of the experts who are the brokers, and then come to us and say, "All right. Wiles $I$ think has come up with the best one. This is what we asked for," or, "Wiles and X, Y, Z Company broker came back --" MR. BRUNSON: And we still can turn that down. CHAIRMAN GREEN: And we still can turn all of them down. MR. MAGUIRE: Okay. What you described is what $I$ was trying to describe. It's not based upon -- but it's not based upon going out to a broker and say, "Give to me." It's going to a broker and saying, "Here's what $I$ want --" CHAIRMAN GREEN: Right. MR. MAGUIRE: "-- now give this to me." CHAIRMAN GREEN: Right. But not just one broker.

MR. MAGUIRE: Not just one broker. CHAIRMAN GREEN: And we're going to have to rely on their expertise because $I$ think $I$ want this pen --

MR. MAGUIRE: Because there may be a --

CHAIRMAN GREEN: -- but I'm not sure it's got be lead -- a pencil, lead 2 or 3 or, you know, does it have to be this?

MR. MAGUIRE: But there may be a guy in Jacksonville that's better than all of them.

MR. WUELLNER: No argument.
MR. MAGUIRE: Yeah.
CHAIRMAN GREEN: Yeah.
MR. WUELLNER: No argument.
MR. MAGUIRE: So we're all saying the same thing. We know what we want generally because we have an existing policy that covers the aviation aspects. Take that policy and see if it lines up with the criteria here and give it to the different brokers that --

MR. WUELLNER: That's -- that's what we're trying to do with this if you --

CHAIRMAN GREEN: That's this.
MR. MAGUIRE: Exactly.
MR. WUELLNER: The back six or seven pages, I
don't know how many it is --
MR. MAGUIRE: I think you're all arguing
against me and you're saying the same thing I am.
MR. BRUNSON: But we have to keep --
MR. MAGUIRE: Keep focus.

MR. WUELLNER: You know, I think -- I think the tweaks that will, you know, get you comfortable with the process are -- are surrounded by -- are -probably surround things that, you know, appear to be taking this RFP if you will out to -- or $Q$ and E -- Q and A -- Q and E -- are things like the length of experience or expertise in aviation, things like that.

And, you know, this is a draft. It's intended to be a draft. It's intended to, you know -- I would hope it's you, but where we sit down, work through what level of experience or expertise in aviation is -- is minimally acceptable --

MR. MAGUIRE: Uh-huh.
MR. WUELLNER: -- to go out and ask for and, you know, how long have they been in business, those kind of questions. And then we solicit broadly firms willing -- or -- or meet that baseline qualification and then we'll -- I don't care. I don't care if it's the current company or Wiles, whoever is doing the best job for us.

MR. MAGUIRE: We're in agreement.
MR. WUELLNER: I mean -- and I'd love to have the money in St. Johns County, but --

CHAIRMAN GREEN: And I think Bruce should help
you.
MR. BRUNSON: I agree.
MR. WUELLNER: You're welcome.
MR. BRUNSON: Good luck, Bruce.
CHAIRMAN GREEN: I took the restaurant earlier, so you --

MR. MAGUIRE: You'd think in the military I'd learn to keep my mouth shut.

CHAIRMAN GREEN: Yes, Carl.
MR. YOUMAN: So -- so bottom line, Wiles and
Baker weren't able to provide the specific policy even though they knew what the criteria were?

MR. WUELLNER: Well, no.
MR. MAGUIRE: No.
MR. WUELLNER: No, that's not fair to say.
MR. MAGUIRE: No.
MR. WUELLNER: Honestly, everything at -- for
that four months was moving at a pace where we simply did not have the luxury to go out and -- and select brokers based on qualifications and experience. It just simply could not be done in the time.

MR. MAGUIRE: Thank you for saying that. Because Herbie -- point blank Herbie and Baker both said the biggest grievance they had was they were
not provided the time opportunity to respond.
MR. YOUMAN: Okay.
MR. WUELLNER: It just simply didn't exist.
CHAIRMAN GREEN: In reading the minutes, it wasn't there.

MR. MAGUIRE: It wasn't -- it wasn't anything else. Time opportunity, they did it -- and we were sitting here, what just happened?

MR. WUELLNER: Yeah.
MR. MAGUIRE: Okay?
MR. YOUMAN: Okay. That's fair enough.
MR. MAGUIRE: That's their biggest grief.
MR. WUELLNER: Yeah. And -- and we -- we can
eliminate that and consider them based on the merits of the brokerage services --

MR. BRUNSON: Now it's a new ballgame.
MR. WUELLNER: -- and let the -- and let the
chips fall where they -- where they may.
MR. YOUMAN: That --
CHAIRMAN GREEN: I think the board's in
consensus now with the action to go ahead and --
MR. YOUMAN: -- that makes more sense.
MR. WUELLNER: Okay. Perfect.
CHAIRMAN GREEN: -- kid of nip and tuck the draft --

MR. WUELLNER: Uh-huh. CHAIRMAN GREEN: -- put it out there and have Mr. Maguire help staff put it together. MR. WUELLNER: Sounds good. MR. MAGUIRE: So-so. CHAIRMAN GREEN: Okay. MR. MAGUIRE: All right. $\underline{\text { PUBLIC COMMENT }}$

CHAIRMAN GREEN: That's -- now I have public comment, right?

MR. WUELLNER: Uh-huh.

CHAIRMAN GREEN: I didn't have any others. So
any other public comment?
MS. LUDLOW: No comment.

CHAIRMAN GREEN: No comment? All right.

Board comment.

MR. GRUNDY: Sorry. I apologize.
CHAIRMAN GREEN: Oh, okay. Mr. Grundy.
MR. GRUNDY: I have a public question.

MR. BRUNSON: Could you talk --

MR. GRUNDY: On one of the slides about the funding for the land, you talked about a 75/25 DOT program.

MR. WUELLNER: Uh-huh.

MR. GRUNDY: Can there be a 75/25 DOT program
for a building?
MR. WUELLNER: That's a great question. No. It's specifically provided in statute for land acquisition. In fact, they don't even like doing it, they're just being nice.

MR. GRUNDY: Okay.
MR. WUELLNER: They got burned many years ago on them. Not by us, just -MR. BRUNSON: SAAPA will help us with that, I'm sure.

CHAIRMAN GREEN: Okay. And we heard that in Tallahassee.

MEMBER COMMENTS AND REPORTS
CHAIRMAN GREEN: Mr. Maguire, you're up on TPO. Anything?

MR. MAGUIRE: I passed out -- I responded -- I haven't read this. I responded when I went to the TPO meeting.

It was -- it was a disappointing meeting at TPO. I hope it's more exciting when you go than when $I$ went. Everybody just sort of nodded their heads and went home. It was one of the shortest TPO meetings I've ever been at.

MR. WUELLNER: Wow.
MR. YOUMAN: That was the February meeting he
took my place for.
MR. MAGUIRE: He said -- he said February meeting we nothing to talk about, everything starts in March.

CHAIRMAN GREEN: And March was two minutes longer.

MR. MAGUIRE: Yeah. So, passes. I've been invited to come out to the airport and I can't get on the airport. The little gate over here, I have to call somebody to say come check me in. Can we get passes? Are we authorized for passes? Are we prevented from having passes?

MR. WUELLNER: You are currently unlikely unless you amend your own policy, which you can do.

MR. MAGUIRE: I think we need a new policy, because I --

CHAIRMAN GREEN: I have Kevin on speed dial.
MR. MAGUIRE: Yeah, because I've had to call
people and then I say I don't have phone numbers to call people.

MR. WUELLNER: Yeah.
MS. LUDLOW: Join SAAPA.
MR. BRUNSON: And getting --
MR. WUELLNER: An easy -- easy path is join
SAAPA. That is true.

MR. BRUNSON: And get me a helmet that fits when I come.

CHAIRMAN GREEN: Join SAAPA.

MR. YOUMAN: Yeah, I was told that Homeland Security didn't allow us.

MR. WUELLNER: It is the process, the -- the need to control -- I should say legitimize access to the airport is strictly a TSA.

MR. MAGUIRE: How do we control access to the airport?

MR. WUELLNER: That's a good question. It's a -- it's a -- we use a card -- it's an access card.

MR. MAGUIRE: I mean, but what qualifications allow --

MR. WUELLNER: Oh, they're -- they're spelled out in a policy the Airport Authority has. But it's further defined in our airport -- approved airport security program with -- with TSA. And it's basically you've just got to present some legitimate need for access.

Typically that comes down to tenants, operating agreements. We do make some -- some SAAPA badges available but, you know, that becomes with their meetings places inside.

But the process to actually get a -- a badge requires, depending on the level of access has a -what do you call it, a TSA -- a threat -- TA -threat assessment that's done by Homeland Security before allowed to actually provide the badge to someone.

And then there's also an additional level of badge access referred to as SIDA access, which is around the airline immediate terminal environment. That's highly restricted. It requires FBI clearances and the like to be able get badged to those areas. But by and large 98 percent of the airport just requires the threat assessment with TSA.

MR. BRUNSON: Might I say that I think Bruce has brought up a great point. We get the urge some time to really know what's going on here. Like Cindy did a great job taking me to the terminal and walking me through it, but I had to have her holding my hand the whole time.

CHAIRMAN GREEN: Oh, and you didn't like that?
MR. BRUNSON: Yeah, that was nice. But -- but
there's times that $I$ think we need access to it, and not taking up Kevin -- Kevin's time or Cindy's or yours, and -- because $I$ always want to call and
get permission.
MR. WUELLNER: It -- it's your policy of course.

MR. BRUNSON: I know.
MR. WUELLNER: The second piece of this is we do need to make you aware of that -- that keeps you in non-movement areas.

MR. BRUNSON: But still I think --
MR. WUELLNER: I'm just saying, just as long as that's --

MR. BRUNSON: -- that we'll accept that, but I think all of us could -- could go through Homeland Security without even --

MR. WUELLNER: Yeah. I'm obviously not worried about that.

MR. BRUNSON: Okay. That's all I wanted to say.

CHAIRMAN GREEN: Will you take me to the tower next time?

MS. LUDLOW: Pardon me?
CHAIRMAN GREEN: You'll take me to the tower next time?

MS. LUDLOW: Yes.
CHAIRMAN GREEN: I was late today. I didn't get to go. I was going to hold Reba's hand.

MR. BRUNSON: What else?
MR. MAGUIRE: The -- I'm getting old because I'm doing things now and I can't remember what they are. Let's see. I'll probably think of it after the meeting.

CHAIRMAN GREEN: You snooze, you lose. MR. MAGUIRE: I know. CHAIRMAN GREEN: Mr. Youman, EDC and

Intergovernmental?
MR. YOUMAN: Well, the EDC, I understand they had a yearly meeting. I never was apprised of the date of it, so I didn't go because I didn't even know it was going to happen. So I -- I see in the paper the EDC is going to have their quarterly breakfast April the 22 nd. And if Cindy would get me a ticket, I would appreciate it and I'll be at that one and can report after that. CHAIRMAN GREEN: It's from 8:00 to 9:30 at World Golf.

MR. YOUMAN: Right. And the EDC meeting way back, the one before that, the quarterly before, there was a presentation by a gentleman -- I forget his name. It's been, what, six months ago? But it was on the economy of St. Johns County, and the economy of St. Johns County is great. So that's
the report on that one.
TPO meeting on Thursday March the 10th, one thing they have, Item D, for year 2016-17 UPWP Candidate Study Tasks, Ed, that's that same program where we had that study done on the -- with the board approval for the intermodal --

MR. WUELLNER: Oh, and the access also? Yeah.
MR. YOUMAN: -- intermodal study.
Would this -- would -- would the hangars and that project be a candidate through the TPO where we get an outside consultant to take a look at the whole situation? Would it be appropriate to request the $T P O$ to fund?

MR. WUELLNER: Yeah. I can't say definitively, but I -- I don't believe you're going to be allowed to cross aviation work program lines with general TPO planning dollars at DOT. They're going to require it to come out of the aviation work program instead of your -- what's the acronym you just used?

MR. YOUMAN: The what?
MR. WUELLNER: The funding acronym you were
just using, $H$-- the --
MR. YOUMAN: UPWP.
MR. WUELLNER: UPWP, Unified Program (sic)

Work Program.
MR. YOUMAN: UPWP candidate.

MR. WUELLNER: Yeah. I don't think you're going to be allowed to do that crossed.

Secondarily, the most you're going to be able to do would be planning or evaluation. It wouldn't facilitate engineering, construction, or anything like that. And what's driving this are going to be the aviation forecasts, which are definitely not going to cover there.

MR. YOUMAN: Do you see any other type study?
MR. WUELLNER: It might be time to relook at the access study that was done seven or eight years ago. In particular with the additional ownership of property out there, it might be a very good time to take a look at that again. Because that was originally an impediment to getting $I-95$ access on this end of the county.

CHAIRMAN GREEN: Uh-huh.
MR. YOUMAN: Can we put something together, or can you call --

MR. WUELLNER: Yeah, we should be able to resurrect what that last scope or description was. MR. YOUMAN: Can you call Jeff and see, just throw it out to him?

MR. WUELLNER: Sure. Sure.
MR. YOUMAN: Because it doesn't cost us anything, I mean.

MR. WUELLNER: No guarantee -- I -- you know how he is. He may already have it committed and -MR. YOUMAN: Yeah, I understand that.

MR. WUELLNER: -- but we can get in the queue for next year even if it's not.

CHAIRMAN GREEN: Okay. Randy?
MR. YOUMAN: Oh. No, wait a minute.
CHAIRMAN GREEN: Oh, I'm sorry. I thought
that was -- what else do you have?
MR. YOUMAN: I didn't give you the floor back.
CHAIRMAN GREEN: I thought we did
Intergovernmental and EDC, and you threw in TPO also.

MR. YOUMAN: Yeah. This -- this is a booklet that the TPO put out, a self-promotion book, and it gives a message from our chairman who was Nancy Sikes-Kline -- who is the departing chairman I should say. And you see my photograph there in the third column smiling diligently at everybody. And it gives us a synopsis of some of the activities of the TPO to justify their existence, which they're doing a good job, I guess.

MR. BRUNSON: Okay.
MR. YOUMAN: I'd turn over the floor.

MR. BRUNSON: First of all, I'd like to recognize a celebrity in the crowd tonight, Sacha Martin, who -- hey, seriously, she does so much for the community --

CHAIRMAN GREEN: Yes, she does.
MR. BRUNSON: -- keeping us informed of what goes on, and I invited her to come so that she can report on the good work that we're doing, and I know she'll have a lot of questions to ask.

I'm very pleased with the e-mails I'm getting from the staff of things that are happening, like the helicopter incident and different things, and I think this is a great idea of letting us know ahead of time little things that we -- we do need to know.

Other than that, $I$ think we've had a good meeting and set a lot of things to rest. And I want to go on the record as saying I believe in keeping the attorney local because I know where that money's going. And that's all I have, Ms. Green.

CHAIRMAN GREEN: I like the attorney comment for a number of reasons, but thank you.

Aerospace Academy, we had -- it wasn't really an Aerospace Academy function; it was more of a business -- they have another academy called VyStar Business Partners. But a lot of aerospace people did go and speak to the kids about business partners and aerospace and trying to get an aviation flare to it. They had every period, and I think there are seven, but --

MR. WUELLNER: That's correct.
CHAIRMAN GREEN: -- is that correct? And 20 to 30 kids from every class went to all of these booths and really got an earful of the business side of things. But aerospace was part of -aviation was part of it. So I want to thank the people that really participated. Warren RauHofer participated in it. My husband who is a pilot, he participated. So we had some aviation people there, which was really nice. Then the next big thing is our Family Fun Day coming up Saturday April 30th. That date's been changed a couple of times, so make sure you write that down. And I think we start -- we start early though, Reba, right?

MS. LUDLOW: Yeah.
CHAIRMAN GREEN: 8:00?

MS. LUDLOW: Yeah. Well, SAAPA will do the statistic display --

CHAIRMAN GREEN: Right.
MS. LUDLOW: -- so we're out there by 8:00.

CHAIRMAN GREEN: 8:00? That's what I thought. But it's all day for people to come and enjoy it.

So other than that, we have on our calendar our next meeting for May 9th at 4:00. That's a Monday before TPC. It's the Monday of TPC, but you know Monday's kind of a --

MR. YOUMAN: Can I ask SAAPA a question?

CHAIRMAN GREEN: Yeah.

MR. YOUMAN: How are y'all doing on the park project?

MS. LUDLOW: We're working on it. Imagine that. And we just asked for more volunteers. It -- it's up and running again. It was not running through the winter --

MR. YOUMAN: Thank you.

MS. LUDLOW: -- but it's up and running again.
MR. YOUMAN: Great. Good news. Thank you.

MR. MAGUIRE: Two --

CHAIRMAN GREEN: Yes, Bruce?

MR. MAGUIRE: Two questions. Have you -- you
may have already addressed it. The legislative
action, what's the status on that?
CHAIRMAN GREEN: We did.

MR. MAGUIRE: You did?
CHAIRMAN GREEN: We did address it. It's
number one right there on your pre-meeting and I don't want to repeat it.

MR. MAGUIRE: Okay.
MR. BRUNSON: We don't want to talk about it.
CHAIRMAN GREEN: No.
MR. WUELLNER: It's not good --
CHAIRMAN GREEN: We'll talk about it next year.

MR. WUELLNER: It's not good, though.
MR. BRUNSON: By the way, $I$ did -- at an event
I was up at, I spoke to Cyndi Stevenson and told her how much we appreciated the hard work.

CHAIRMAN GREEN: They did an excellent job. MR. WUELLNER: They did a great job of --

CHAIRMAN GREEN: Cyndi Stevenson --
MR. BRUNSON: And she's all ready to go for 2018.

CHAIRMAN GREEN: Yeah. And -- and Paul and Travis, all of them did an excellent job for us --

MR. WUELLNER: They really did.
CHAIRMAN GREEN: -- and it just wasn't in the

Governor's shoebox this year.
MR. BRUNSON: Madam Chairman, may I ask a question? Does any of the board members know of any convention or anything you are interested in going to? Ed, are you going to any like this --

MR. WUELLNER: I -- I am not going to AAAE. That's probably the end of May. And I will probably do ACI, and that will be in September.

MR. BRUNSON: Where is that?
MR. WUELLNER: That is in Montreal, I believe.
MR. BRUNSON: Okay.
MR. WUELLNER: And will probably do
Florida Airports Council, that's in Fort Myers in mid to late July. And, you know --

MR. BRUNSON: Has anybody else looked at that?
MR. WUELLNER: -- if anybody has any interest,
let us -- let me know and we'll --
CHAIRMAN GREEN: I had made interest to the
AC --

MR. BRUNSON: I'm looking at it --
CHAIRMAN GREEN: But the local is in Florida,
I think. You're not going --
MR. BRUNSON: I would like to attend --
MR. WUELLNER: I do the Florida. I'm not
going to Houston --

CHAIRMAN GREEN: Okay. Good.

MR. WUELLNER: -- for AAAE.

MR. BRUNSON: Seems like I get more out of it
if we go as a group and kind of go to different things and you say, hey, I went to this and -MR. WUELLNER: I typically alternate years between the two. I don't go to both usually. CHAIRMAN GREEN: I mean, the -- the Florida one is usually very interesting. You can usually drive there and save cost.

MR. WUELLNER: Oh, yeah. And it's more oriented --

CHAIRMAN GREEN: To Florida. MR. WUELLNER: -- to Florida. MR. BRUNSON: That's all I have. MR. MAGUIRE: That's all I've got. CHAIRMAN GREEN: All right. So May 9th if not before. All right. The meeting's adjourned. (Meeting adjourned at 5:59 p.m.)

## REPORTER'S CERTIFICATE

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STATE OF FLORIDA )
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COUNTY OF ST. JOHNS )

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

Dated this 19th day of April, 2016.

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

## CHAIRMAN GREEN: [164] <br> MR. BRUNSON: [82]

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