

ST. JOHNS AIRPORT AUTHORITY

Regular Meeting

held in The Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Monday, April 8, 2023

from 4:00 p.m. to 6:10 p.m.

\* \* \* \* \*

BOARD MEMBERS PRESENT:

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

\* \* \* \* \*

ALSO PRESENT:

- CHARLES DOUGLAS, ESQUIRE, Douglas Law Firm,  
100 Southpark Boulevard, Suite 414, St. Augustine,  
Florida, 32086, General Counsel for Airport Authority.
- JAIMIE TOPP, Interim Executive Director.

\* \* \* \* \*

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

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

2 CHAIRMAN LUDLOW: Thank you. Would you like  
3 to stand up and do the Pledge of Allegiance,  
4 please?

5 (Pledge of Allegiance.)

6 CHAIRMAN LUDLOW: Welcome, everybody. I'm  
7 glad to see some people out here. We really would  
8 like to have it filled up. Not actually. But  
9 we're happy with the ones that come, that's for  
10 sure.

11 AGENDA APPROVAL

12 CHAIRMAN LUDLOW: Has everyone seen the  
13 agenda? Are there any changes or corrections?

14 MR. TOPP: Yeah, there's one correction I  
15 have. Thank you to Mr. Olson. I put the -- I put  
16 Mother's Day down for the next meeting, but it's  
17 actually the 13th, May 13th, not the 12th.

18 CHAIRMAN LUDLOW: Oh. Okay. So, it's going  
19 to be the 13th?

20 MR. TOPP: That's correct. That's a Monday.

21 CHAIRMAN LUDLOW: Okay. I don't think you'd  
22 get many of us to come on Mother's Day.

23 MR. TOPP: That's right.

24 CHAIRMAN LUDLOW: Okay. The minutes -- the  
25 agenda is corrected. Any other corrections?

1 (None.)

2 CHAIRMAN LUDLOW: Okay. Thank you. Do I hear  
3 a motion we accept the agenda?

4 MR. CLARKE: So move.

5 MR. OLSON: Second.

6 CHAIRMAN LUDLOW: So moved and second. Okay.  
7 Agenda is approved.

8 BUSINESS PARTNER UPDATES

9 CHAIRMAN LUDLOW: Our business partner  
10 updates, now -- oop, we've got our favorite one,  
11 Henry -- hey, Henry, we have a lectern.

12 COMMISSIONER DEAN: I'm sorry?

13 CHAIRMAN LUDLOW: You can -- you can stand up  
14 and hold your papers.

15 MR. OLSON: Well, people can do it from there,  
16 too.

17 COMMISSIONER DEAN: Well, sure. Will that  
18 pick me up voice-wise?

19 CHAIRMAN LUDLOW: Yeah, it will.

20 COMMISSIONER DEAN: Okay. Good.

21 Well, I'm -- after this --

22 MR. CLARKE: Microphone there.

23 CHAIRMAN LUDLOW: He said it would be okay.

24 COMMISSIONER DEAN: -- this month, I'm  
25 providing some visual aids because we had such an

1           exciting meeting last Tuesday at our commission  
2           meeting because we were presented with -- from the  
3           staff, we were presented with a fantastic proposal  
4           of five new regional parks -- four parks and a  
5           sports complex, which will be exclusively like ball  
6           fields and restrooms. But the other large regional  
7           parks will have sort of what I'll call full-service  
8           activities, and they will include rooms for things  
9           like community meetings, early voting, and two hub  
10          libraries.

11                   CHAIRMAN LUDLOW: Really.

12                   COMMISSIONER DEAN: There'll also be a major  
13           library branch in Nocatee, for -- at the Nocatee --  
14           which is the northeast community park identified up  
15           here on the screen. And then we have three others.

16                   You obviously can tell where all the growth is  
17           from looking at this aerial map. And then you can  
18           see where we have concentrated our facilities and  
19           our resources, financial resources.

20                   The total cost for the entire program, the  
21           five-year investment, is over \$200 million. We  
22           approved going -- to buy bonds for \$123 million for  
23           these -- the -- the four regional parks. There  
24           were some additional things we've done in the last  
25           five years that total over 200 million for these

1 regional parks.

2 Interestingly enough, I didn't plan it this  
3 way, but there's a lead article this morning in the  
4 St. Augustine Record on the front page outlining  
5 this same information. So if you have access,  
6 either online or a hard copy, you can get the  
7 details from that news article and it will shorten  
8 my presentation and y'all can get on to business.

9 CHAIRMAN LUDLOW: Okay.

10 COMMISSIONER DEAN: So that said, I will say  
11 this. I want -- we want -- my fellow commissioners  
12 and I want the public to know this \$123 million  
13 effort for the four new regional parks is not  
14 costing the property owner a dime. Not a dime.

15 No property tax revenue's being used to do  
16 this. It's all park impact fees and we're going to  
17 bond what is the future stream of the impact fees  
18 for parks to pay for this.

19 CHAIRMAN LUDLOW: Wow.

20 COMMISSIONER DEAN: This is -- this is really  
21 needed. Obviously we've had such growth,  
22 exponential growth in the last five, six, seven  
23 years, everyone -- like David Shoar told me about  
24 five or six years ago, the former Sheriff, two  
25 kinds of people in America: Those who live in

1 St. Johns County and those who want to live in  
2 St. Johns County.

3 And so we're doing the best to keep up. And  
4 we're also making some major road improvements to  
5 210 and -- County Road 210 and also State Road 16.  
6 Both of those dramatically need widening. They're  
7 complete bottlenecks at this point. But we just  
8 committed money to -- actually, the 210 widening's  
9 under construction as we sit here today.

10 CHAIRMAN LUDLOW: Wow.

11 COMMISSIONER DEAN: I'll close with this,  
12 because it's also from my standpoint exciting and I  
13 think, Reba, you'll appreciate this.

14 This Friday, this coming Friday at 11:00,  
15 we're having what you might call a groundbreaking  
16 but we're calling it a sand breaking because we're  
17 break -- we're breaking sand on the \$38 million  
18 beach restoration for Ponte Vedra Beach --

19 CHAIRMAN LUDLOW: Cha-ching.

20 COMMISSIONER DEAN: -- that I've been working  
21 on since 19 -- well, not going back to the 1900s.  
22 I've been working on it since 2017 to get that  
23 project designed and funded and underway, and we're  
24 finally having the ribbon cutting, the sand  
25 breaking, Friday at 11:00. Anyone that's

1 interested, including the audience, 11:00 at  
2 Mickler's Landing Park --

3 CHAIRMAN LUDLOW: And that's what I was about  
4 to ask you.

5 COMMISSIONER DEAN: -- where you park in the  
6 parking lot at Mickler's Landing, 11:00 this  
7 Friday, and we're pretty excited because it's  
8 desperately needed.

9 The stretch from -- really from  
10 Mickler's Landing north for about three miles,  
11 several years ago was designated one of -- by DEP  
12 when DEP did a statewide survey, that stretch was  
13 deemed to be the most critically eroded in the  
14 entire state.

15 CHAIRMAN LUDLOW: Oh, good heavens.

16 COMMISSIONER DEAN: And we're finally getting  
17 around to getting this project done. Primarily  
18 thanks to our local legislative delegation, who in  
19 the 2023 session a year ago, funded or appropriated  
20 the necessary \$25 million to add to our existing  
21 \$13 million that we had been setting aside in a  
22 sinking fund to get this project done.

23 So with that said, any questions?

24 CHAIRMAN LUDLOW: Well, you have definitely  
25 been a hero, or are a hero to, you know --

1           COMMISSIONER DEAN: Well, I had a lot of help.  
2 I don't -- I certainly don't mean to take credit  
3 for the whole schmear, but I had a lot of help.

4           CHAIRMAN LUDLOW: Yeah, you did -- did a lot.

5           MR. CLARKE: Just a quick question. Any plans  
6 to widen Roberts Road? Because I see it up there  
7 on the map --

8           COMMISSIONER DEAN: No.

9           MR. CLARKE: -- and that's been a bottleneck.

10          COMMISSIONER DEAN: No, it's not -- there's no  
11 money -- there's no budget right now, but it needs  
12 to be.

13          I mean, we -- we recognize Roberts Road is  
14 also a bottleneck and it's probably going to get  
15 worse when the expressway is completed. So before  
16 the expressway is completed, I would certainly hope  
17 that it gets widened because it's desperately  
18 needed.

19          MR. CLARKE: Yep.

20          MR. BEYERS: How about IGP?

21          COMMISSIONER DEAN: IGP? Well, that's going  
22 to be a tough one because that -- it -- for those  
23 who don't know, this -- International Golf Parkway,  
24 used to be called Nine Mile Road and it -- it  
25 slices right through the middle of the

1 Water Management District property known as the  
2 Twelve Mile Swamp.

3 And it's going to be an interesting discussion  
4 and negotiation to see how the widening can take  
5 place and maintain the integrity of that system and  
6 also the beautiful canopy road that everyone loves  
7 so much.

8 And just as an aside, I negotiated that  
9 acquisition when was director of the Water  
10 Management District in 2000, and it was pretty good  
11 deal. We bought 22,000 acres that's surrounded by  
12 development now for 900 an acre --

13 MR. TOPP: Jesus.

14 COMMISSIONER DEAN: -- which I thought was  
15 a --

16 CHAIRMAN LUDLOW: Wow.

17 COMMISSIONER DEAN: -- pretty bargain basement  
18 deal.

19 CHAIRMAN LUDLOW: That's right.

20 COMMISSIONER DEAN: So --

21 CHAIRMAN LUDLOW: Well, I'm telling you, I  
22 guess your board is just like our board, you know,  
23 it's good to work together and get -- get a good  
24 job done. When are you going to start on one of  
25 the parks?

1           COMMISSIONER DEAN: We're going to start this  
2 year, and all five will be completed by '26 --

3           CHAIRMAN LUDLOW: Wow.

4           COMMISSIONER DEAN: -- 2026.

5           MR. TOPP: Wow.

6           CHAIRMAN LUDLOW: That is great. So --

7           COMMISSIONER DEAN: We're going to do a lot of  
8 simultaneous work. We're not doing one -- they're  
9 not in a serial progression. They're -- we're  
10 going to be working on all five together. Because  
11 we'll have the money because we're bonding the  
12 money. Kind of like buying a house with a  
13 mortgage; we'll have the money, we'll just have to  
14 pay it off over a 20-year period.

15          CHAIRMAN LUDLOW: Right.

16          COMMISSIONER DEAN: And I'm really letting  
17 Jaime sort of respond -- not respond. During your  
18 report or whenever, you may want to cover the  
19 meeting that's -- you and I are having in the near  
20 future.

21          MR. TOPP: Sure. I will.

22          COMMISSIONER DEAN: Thank you.

23          CHAIRMAN LUDLOW: Thank you, Henry. That --  
24 boy, you were full of good news today.

25          Vinny Beyers with Atlantic Aviation.

1 MR. BEYERS: No comments at this time.

2 CHAIRMAN LUDLOW: But he's here. Okay.

3 MR. BEYERS: As always.

4 CHAIRMAN LUDLOW: Do we have anybody from  
5 SAAPA? No, I don't see Jose or Bruce. Well, they  
6 said Bruce --

7 MR. TOPP: Bruce is up -- Bruce is up looking  
8 at the --

9 CHAIRMAN LUDLOW: Yeah, in New York looking at  
10 the eclipse.

11 MR. CLARKE: With Alan, yeah.

12 MR. TOPP: Right.

13 CHAIRMAN LUDLOW: Yeah. And so,  
14 Northrop Grumman, Nate McKendrick. We haven't seen  
15 Nate in quite a while, either.

16 So we come to Courtney Pittman. Huh-oh. We  
17 have to change our description here. Okay. Would  
18 you like to report?

19 MR. PITTMAN: Absolutely.

20 Madam Chairman, board members, staff, and  
21 guests, you in the audience, the traffic has picked  
22 up in the tower. We're actually equal to and  
23 increasing past the pre-COVID numbers that we saw  
24 back in 2020.

25 So the -- the numbers that you seen dip during

1 COVID, the schools have ramped up. We're at  
2 85 percent max capacity on the runway uses at this  
3 time. That's why the -- the -- there were  
4 discussions about building another runway and  
5 saying that the FAA was behind it.

6 And then for the flying community, you can see  
7 it as well when you're trying to do touch-and-goes  
8 with the students and then the -- the IFR aircraft,  
9 VFR aircraft trying to come in and do full stops,  
10 it just is -- it's kind of hectic out there at this  
11 time.

12 So bear with the tower. They're trying to  
13 make it all work. They're trying -- trying not to  
14 limit anybody's operation because the students have  
15 to learn at the same time. And I understand that  
16 the big boys want to play, too. So we're all  
17 trying to work together harmoniously. And that's  
18 what's going on in the operations world.

19 MR. OLSON: I --

20 CHAIRMAN LUDLOW: Good.

21 MR. OLSON: I have a -- Madam Chair?

22 CHAIRMAN LUDLOW: Yeah. Yes, Bob.

23 MR. OLSON: Yeah. For Mr. Pittman --

24 MR. PITTMAN: Yes, sir.

25 MR. OLSON: -- I'm just saying just a

1 suggestion for our board packets each month, it  
2 would be ideal to --

3 MR. TOPP: I've got it. Go ahead.

4 MR. OLSON: Okay. It would be ideal to do  
5 what I think has been done, probably not recently,  
6 but to have a month-to-month comparison --

7 MR. PITTMAN: Okay.

8 MR. OLSON: -- with the prior year. So, like,  
9 if we've got the data for -- for March of this  
10 year, how it compares with the prior year. And  
11 also, cumulatively, you know, where we are at --

12 MR. PITTMAN: Okay.

13 MR. OLSON: -- for operations. And I know you  
14 have another hat to put on when I ask --

15 MR. PITTMAN: That's an easy fix. We already  
16 got that information.

17 MR. TOPP: Right here.

18 MR. OLSON: But same for fuel. Same for fuel.

19 MR. PITTMAN: We got it.

20 MR. TOPP: Here it is.

21 MR. OLSON: So if it could just be part of  
22 our -- it's a great way to understand where we are.  
23 And it's important for fuel cumulative figure --

24 MR. PITTMAN: Right.

25 MR. OLSON: -- because the fuel doesn't come

1 as evenly to our -- our airport. So some -- some  
2 month -- some months, it's recorded as much  
3 higher --

4 MR. PITTMAN: Correct.

5 MR. OLSON: -- than it actually is.

6 MR. PITTMAN: Like this last month was one of  
7 the highest we've had in years.

8 MR. OLSON: And some lower -- sometimes it's  
9 lower --

10 MR. PITTMAN: I totally agree with you.

11 MR. OLSON: -- simply because of the -- when  
12 they deliver the fuel. Okay. That's it.

13 MR. PITTMAN: We'll make it happen, sir.

14 MR. OLSON: Thank you.

15 MR. TOPP: Madam Chairman?

16 CHAIRMAN LUDLOW: And -- yes?

17 MR. TOPP: Basically what happened is we  
18 didn't have the data in time to put it out with the  
19 agenda --

20 CHAIRMAN LUDLOW: Because usually it comes  
21 with our agenda --

22 MR. OLSON: Yeah, I know.

23 MR. TOPP: -- and it was -- it's what's called  
24 the red folder --

25 MR. OLSON: But it wasn't a monthly --

1 MR. TOPP: Mr. Olson?

2 MR. OLSON: It wasn't a comparison.

3 CHAIRMAN LUDLOW: Oh, I see --

4 MR. TOPP: Mr. Olson?

5 CHAIRMAN LUDLOW: -- a comparison.

6 MR. OLSON: I'm sorry.

7 MR. TOPP: It's called a red folder, according  
8 to Jeremiah, so I brought in a red folder --

9 MR. OLSON: Okay.

10 MR. TOPP: -- and I'm handing it out today.

11 MR. OLSON: Okay. Good. Oh, yeah, good.

12 Very good. Oh, yeah.

13 MR. TOPP: It's all right there.

14 CHAIRMAN LUDLOW: Thank you.

15 And we hope to be adding more information  
16 about what is going on at the -- at the airport.  
17 So if anybody would like one of these, you know, we  
18 have an extra copy. So, thank you, Courtney.

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

20 CHAIRMAN LUDLOW: Oh -- okay. And we don't  
21 have Bruce with AOPA. And so --

22 MR. TOPP: Can I -- did anybody -- did anybody  
23 other than Mr. Clarke go to the AOPA function on  
24 Saturday?

25 CHAIRMAN LUDLOW: Yes.

1 MR. CLARKE: Reba.

2 MR. TOPP: Yeah, you went, right?

3 CHAIRMAN LUDLOW: Yes.

4 MR. TOPP: Do you want to tell us about it?  
5 That'd be great.

6 CHAIRMAN LUDLOW: Yes. Yes, it was -- it was  
7 called Rusty Pilots, and it definitely was me, you  
8 know, with two airplanes sitting in the two hangars  
9 and you get rusty, for sure.

10 It was absolutely fabulous. It didn't cost  
11 anything. AOPA comes down and puts it on. It's an  
12 excellent presentation. You get credit for wings  
13 or -- and credit, you know, from AOPA if you  
14 attend.

15 And it is free for AOPA attendees, but if  
16 you're not -- I mean members. But if you're not a  
17 member, that course is really expensive. So it was  
18 three hours long and are we learned a lot of new  
19 things.

20 It surprises me because I took this at  
21 Sun 'n Fun lots of years ago and we had a test  
22 afterwards, but they're still using the same book.  
23 And -- but -- but on the slide presentation, he had  
24 a lot of new terms, you know, like line up and wait  
25 instead of position and hold.

1 MR. TOPP: Right.

2 CHAIRMAN LUDLOW: You know, so he was  
3 stressing some of those things to us. So it was  
4 very well done and very well attended. It was  
5 great. So if you hear of that again, try to come  
6 for sure.

7 MR. TOPP: Yeah, we want to thank SAAPA for  
8 helping put that on.

9 CHAIRMAN LUDLOW: Yes, they did. And thank  
10 you. Okay. We have audit review.

11 MR. TOPP: Well, before we get into that, can  
12 I ask to take some time just for a second on my --  
13 on my staff reports? We want to start a process,  
14 and I mentioned this a couple of weeks ago, of an  
15 employee appreciation.

16 CHAIRMAN LUDLOW: Oh.

17 MR. TOPP: So if we could -- so we don't hold  
18 up Mr. Beason for that. So, Courtney -- if you  
19 don't mind, Madam Chairman, can we do that now out  
20 of order?

21 CHAIRMAN LUDLOW: I -- I think that's  
22 wonderful. Should we put you on as a report from  
23 now on? That's not part of your regular report,  
24 though.

25 MR. TOPP: No, it's not. It's part of the

1 staff report.

2 CHAIRMAN LUDLOW: Okay. Okay. So that is  
3 great. Staff report.

4 MR. PITTMAN: One of the things we wanted to  
5 do as the Airport Authority is take the time to  
6 acknowledge some hardworking individuals that we  
7 have at the airport.

8 Sometimes individuals that work here at the  
9 this airport get lost in the minutia of everything  
10 that's going on. But one individual, the reason  
11 why he was selected as the first one, because he  
12 stuck out above all others.

13 This person has shown the ability to do more  
14 than maintenance, more than put wires together,  
15 more than put a camera up, more than anything  
16 expected of a person that's maintenance.

17 So we want everybody to recognize Mr. Jacob,  
18 we call him Jake, Beason. He's one of the hardest  
19 working individuals we have at this airport. So  
20 much so that we decided to create a new title for  
21 him.

22 CHAIRMAN LUDLOW: Oh.

23 MR. PITTMAN: He is now our IT specialist and  
24 foreman. If you would, Jaime.

25 CHAIRMAN LUDLOW: I don't think you guys know

1           this, but I think Jake came to work for us right  
2           out of high school, didn't you?

3           MR. BEASON:   Pretty much.   20.

4           CHAIRMAN LUDLOW:   Yeah, how long have you been  
5           with us?

6           MR. BEASON:   Ten years.

7           CHAIRMAN LUDLOW:   Ten years, right.

8           MR. OLSON:   Oh, that's great.

9           CHAIRMAN LUDLOW:   Yeah.   And he's 34, so he's  
10          started at 24.

11          MR. BEASON:   I'm 30.   I'm only 30.   Close  
12          enough.

13          CHAIRMAN LUDLOW:   That's close.

14          MR. CLARKE:   Get your calculator.

15          CHAIRMAN LUDLOW:   Get my calculator.

16          No, I remember talking to him, though, because  
17          it seems like I've known him since he was in  
18          high school.   And so, yeah, it's really good.   You  
19          know, we have a lot of employees that have been  
20          here a long time and that speaks well for us.   And  
21          thank you, Jake.

22          MR. BEASON:   Thank you.   Thank you very much.

23          MR. TOPP:   Okay.

24          MR. BEYERS:   Back to work.

25          CHAIRMAN LUDLOW:   Thank you.   But I'm really

1 glad you did that. Aren't you going to get him a  
2 plaque or something or a cake?

3 MR. TOPP: We're giving him more money. He'll  
4 recognize it every week.

5 CHAIRMAN LUDLOW: Oh, that's good, Jake.  
6 Thank you so much.

7 MR. BEASON: Thank you.

8 CHAIRMAN LUDLOW: You know, we know who to  
9 call when we need something, that's for sure.

10 MR. TOPP: That's right.

11 AUDIT REVIEW

12 CHAIRMAN LUDLOW: So we -- now is our audit  
13 review?

14 MR. TOPP: Yes.

15 CHAIRMAN LUDLOW: Okay. Is -- are you going  
16 to introduce him?

17 MR. TOPP: Yeah. Jeff, if you would stand up.

18 MR. ZEICHNER: Do you want me at the podium  
19 or --

20 MR. TOPP: Sure. Go ahead.

21 CHAIRMAN LUDLOW: At the podium.

22 MR. TOPP: Tell us a little bit about  
23 yourself. Is that the correct page?

24 MR. ZEICHNER: Yes, yes.

25 MR. TOPP: Wonderful.

1           MR. ZEICHNER: Well, hello. My name is Jeff  
2 Zeichner. I'm with Cherry Bekaert.

3           CHAIRMAN LUDLOW: Jeff.

4           MR. ZEICHNER: I'm the engagement leader on  
5 our engagement with -- with the Airport Authority.

6           I was here on Friday and made a rather kind of  
7 in-depth presentation to the finance committee.  
8 After being grilled by Mr. Olson and Mr. Clarke for  
9 about an hour and a half, we got through it, it's  
10 my understanding that -- that they're going to  
11 recommend that you accept the audit. But they also  
12 wanted, you know, a kind of -- a kind of  
13 trimmed-down presentation, just sort of the  
14 highlights, to the full board.

15           So what I thought we could do and what I've  
16 had Mr. Topp open the financial statements to is  
17 what's called the schedule of findings and  
18 questioned costs. And although our governing  
19 bodies are making these financial reports more and  
20 more complex over the years, one of the very nice  
21 things that we do do that's very -- makes it very  
22 easy to understand what goes on in the audit of  
23 governmental entities is this schedule here.

24           And whenever you're doing a governmental  
25 audit, whether it be across the street -- that way

1 I guess that way at the county, the city, the City  
2 of Jacksonville -- it's always going to look the  
3 same. And I'll walk you through exactly what goes  
4 into a -- into an audit of a governmental entity.

5 So the first item that you look at there is  
6 our report on the financial statements themselves.  
7 And after conducting our audit, we are prepared to  
8 issue an unmodified opinion upon the board's  
9 acceptance of the report.

10 And that's often referred to as a clean  
11 opinion. And really what it is it's -- it's the  
12 highest level of assurance a CPA can lend to a set  
13 of financial statements. It means that -- that we  
14 are lending our assurance to these so that the  
15 external users -- because these are really for  
16 external users, not internal users -- can rely on  
17 your financial statements -- your statement of net  
18 position, your income statement, your statement of  
19 cash flows -- to accurately reflect your financial  
20 position and the results of your operations.

21 So -- so that's a good thing. An unmodified  
22 opinion means that these are reliable and that if  
23 you decided to go out for -- to issue debt,  
24 creditors, underwriters could rely on these  
25 financial statements.

1           Now, because you're a governmental entity,  
2           you're subject to -- also subject to governmental  
3           auditing standards. And that really comprises two  
4           elements. First, we're required to obtain an  
5           understanding of your internal control structure  
6           significant enough to plan our audit procedures in  
7           the next QR testing.

8           And if we become aware during that process of  
9           a control deficiency that we believe rises to the  
10          level of either a significant deficiency or a  
11          material weakness, we are required to report that  
12          to you.

13          In that regard, we have one finding for  
14          internal control over financial reporting that  
15          we're reporting as a material weakness and it has  
16          to do with journal entries that are required to be  
17          made by the audit team in order for the financial  
18          statements to be presented in accordance with  
19          Generally Accepted Accounting Principles.

20          You know, effectively these were differences  
21          that we found during our audit procedures. We  
22          proposed audit adjustments and they were accepted  
23          by the management. And if you're interested in the  
24          finding itself, it's on the next page after this.  
25          I won't go through it in depth now.

1 MR. TOPP: Do you want to go there now?

2 MR. ZEICHNER: Unless you want to review it,  
3 you can -- I figure they can look at it on their  
4 own unless they want to look at it together.

5 But also under governmental auditing  
6 standards, we are also required to obtain an  
7 understanding of material compliance requirements.  
8 Noncompliance would -- would have a direct and  
9 material impact on your financial statements.  
10 Things like statutes, regulations, contract  
11 provisions, grant agreements, again, that if you  
12 were in noncompliance with, could have a material  
13 impact on your financial statements.

14 So our team has kind of come up -- you know,  
15 examined the -- your compliance environment. We  
16 have tested your compliance with material  
17 compliance elements and we have nothing to report.  
18 We came up with no instances of noncompliance.

19 And then lastly, because the airport  
20 participates in -- in federal grants, your airport  
21 development programs and your airport improvement  
22 projects, you're a subject of a federal single  
23 audit.

24 And as you know, federal money does come with  
25 strings. There's about 13 compliance requirements

1 that go along with these things. And we test and  
2 we examine not only your compliance with these  
3 requirements, we test your internal controls over  
4 compliance.

5 So it's simply not enough to be in compliance.  
6 We have to determine that you have processes and  
7 controls that ensure that you stay in compliance.  
8 And after testing your compliance with federal  
9 awards and your internal controls are in  
10 compliance, we have nothing to report.

11 So effectively that's -- those are the results  
12 of our audits. You have an unmodified opinion of  
13 your financial statements. We are reporting one  
14 internal control or finding over your financial  
15 reporting, and we have nothing to report as it  
16 pertains to federal grants.

17 CHAIRMAN LUDLOW: Okay.

18 MR. ZEICHNER: And effectively that was what I  
19 planned to present, but I'm certainly here to  
20 answer any questions if you have any.

21 CHAIRMAN LUDLOW: Questions from the board?

22 MS. LIOTTA: Can we go to that second page --

23 MR. ZEICHNER: Sure.

24 MS. LIOTTA: -- with the detail on the --

25 CHAIRMAN LUDLOW: Second page?

1           MR. ZEICHNER:  So I can tell you it is the  
2           auditee's responsibility to prepare their own  
3           financial statements.  These financial statements  
4           are yours.  They're not the auditor's.  Our job is  
5           to examine them.

6           And what the AICPA says if an auditor detects  
7           a difference in their testing, it has to propose an  
8           audit adjustment.  It's a pretty good indication  
9           there's a control deficiency because this is  
10          management's job.  So if an auditor's finding it --  
11          you know, an auditor is not part of your internal  
12          control structure; we're external.

13          So we did propose multiple audit adjustments.  
14          Those were the most significant ones.  I can tell  
15          you for the most part we did not come up with any  
16          material errors, nothing overtly material.

17          CHAIRMAN LUDLOW:  That's good.

18          MR. ZEICHNER:  Yes.  But the definition of a  
19          material weakness is not:  Did a material error  
20          occur?  It is:  Could a material error occur?

21          And sort of after talking with management, and  
22          we kind of went back and forth a couple of times,  
23          we really both landed in the same place, that due  
24          to kind of the number of errors that we found,  
25          individually nothing's material, but in the

1 aggregate, we think this really warrants your  
2 attention. We want you to pay attention and sort  
3 of understand this condition and -- and be aware  
4 that the closing process should be improved.

5 CHAIRMAN LUDLOW: That -- I'm really happy to  
6 hear that report. It seems like the rest of our  
7 financial reports have always had a material  
8 problem.

9 MR. OLSON: Well, this was more minor than  
10 we -- a couple of years ago that we had.

11 CHAIRMAN LUDLOW: Yes. Yes. So this is  
12 really --

13 MR. OLSON: In fact, the -- the audit and  
14 finance committee really had, as was reported, a  
15 bunch of questions and a lot of discussion on  
16 everything.

17 The one thing that I think would be an example  
18 of the -- the finding that was just mentioned, was  
19 a grant from FDOT, probably the first grant this  
20 airport has ever had from FDOT, that was -- was not  
21 a capital improvement grant; it was a planning  
22 grant.

23 It was the -- the grant from FDOT for the  
24 strategic business plan. It had been initially --  
25 it had been posted under a capital area, what --

1           whatever the term is. And so, it simply is  
2           redirected to be an operating -- under the  
3           operating budget rather than the capital budget.  
4           And that was the most significant thing.

5                     And I would just say it's understandable that  
6           that could have happened, again, because it was --  
7           every other FDOT grant we have, and we have some  
8           that are current, are all posted in the capital  
9           budget.

10                    CHAIRMAN LUDLOW: And I want to say again we  
11           are on the right track. I feel so good to get a  
12           good report from our accountant auditors like that.  
13           I mean, thank you.

14                    MR. OLSON: But there is an action now we  
15           formally take. Is it acceptance? What is the  
16           action that we need to do?

17                    MR. ZEICHNER: Yeah. So the plan was the  
18           board does need to accept the audit or approve the  
19           audit.

20                    MR. OLSON: Okay.

21                    MR. ZEICHNER: And upon your approval, we will  
22           start the process of issuing. We'll get a  
23           management representation letter out. Mr. Topp  
24           will sign it. And we are shooting for Wednesday,  
25           the 10th. I think the date is just to give

1           everybody time to line up the dominoes, and upon  
2           your approval, we will -- we'll move forward with  
3           issuance.

4           MR. OLSON: Well, I will move that now. So --

5           MR. TOPP: Ms. Chairman, can I just say one  
6           thing?

7           CHAIRMAN LUDLOW: Yes.

8           MR. TOPP: I did review --

9           CHAIRMAN LUDLOW: Jennifer --

10          MR. TOPP: -- the letter --

11          CHAIRMAN LUDLOW: -- see the minutes?

12          MR. TOPP: -- the draft of the letter you sent  
13          us, and I went over it with our financial manager,  
14          and we don't have any comments.

15          MR. ZEICHNER: Okay. We'll route that for  
16          signatures on Wednesday morning, then.

17          MR. TOPP: All right. Sounds good. Sorry.

18          CHAIRMAN LUDLOW: Oh, no. And that's good.  
19          So we do have to make a motion and accept it today.

20          MR. OLSON: I so move.

21          CHAIRMAN LUDLOW: We have a --

22          MS. LIOTTA: Second.

23          CHAIRMAN LUDLOW: -- motion on the floor. Do  
24          we have a second?

25          MR. OLSON: You've got a second over here.

1 MS. LIOTTA: Second.

2 CHAIRMAN LUDLOW: And we have a second. So we  
3 are ready for you to get to work.

4 MR. TOPP: Vote.

5 CHAIRMAN LUDLOW: Okay.

6 MR. OLSON: We have to vote.

7 CHAIRMAN LUDLOW: We have to vote. I always  
8 forget to vote. Okay.

9 MS. CASH-CHAPMAN: Do we need public comment?

10 CHAIRMAN LUDLOW: So -- pardon?

11 MS. CASH-CHAPMAN: Do we need public comment?

12 MR. DOUGLAS: Yes.

13 MS. CASH-CHAPMAN: Public comment.

14 CHAIRMAN LUDLOW: Oh.

15 MR. DOUGLAS: Yeah, it would come after the  
16 public comment, if there is any.

17 CHAIRMAN LUDLOW: Do we have any public  
18 comment at this time?

19 (None.)

20 CHAIRMAN LUDLOW: Okay. Then now's the time.  
21 Thank you. So now we need to vote. Would you like  
22 to vote?

23 MS. CASH-CHAPMAN: I would love to vote. I --  
24 I agree. I move to accept.

25 MR. CLARKE: Aye.

1 CHAIRMAN LUDLOW: Aye.

2 MS. LIOTTA: Aye.

3 MR. OLSON: Aye.

4 CHAIRMAN LUDLOW: Okay. Unanimous aye. So  
5 now you get to work.

6 MR. ZEICHNER: Well, thank you all very much.  
7 It really was a pleasure working with your team.

8 MR. TOPP: Thank you, Jeff.

9 CHAIRMAN LUDLOW: Thank you. I always forget  
10 that part, so...

11 That was a very very good report. I'm really  
12 happy. So old business items. Do we have our  
13 lease policy update? We'll get to that.

14 MR. OLSON: Oh, you got the old one.

15 CHAIRMAN LUDLOW: Oh, that's an old one.  
16 Bye -- bye, Jeff.

17 MR. CLARKE: Thank you.

18 MS. LIOTTA: Thank you so much.

19 CHAIRMAN LUDLOW: Thank you. Oh, yeah, this  
20 is definitely an old one. So, boy, if I don't keep  
21 these agendas up to date, they change, don't they?

22 MR. TOPP: Yeah, they do.

23 CHAIRMAN LUDLOW: Okay. So we did audit  
24 review. So old business items would be the  
25 mitigation credit discussion.

1                    MITIGATION CREDIT DISCUSSION

2                    MR. TOPP: Charlie, you want to talk about  
3 that a little bit?

4                    MR. DOUGLAS: Yes. I know that  
5 Attorney Blocker was in communication with the  
6 other party's attorneys who's out of town in I  
7 believe Boston. But past that, I don't know if  
8 there's any further substantive update. But I  
9 think may have had some intervening conversations,  
10 too, that could help --

11                   MR. TOPP: I can enlighten on it.

12                   MR. DOUGLAS: -- provide additional context.

13                   MR. TOPP: Sure.

14                   Yeah, on the Gun Club Road, you know, we've  
15 all talked about this mitigation credits and what  
16 we need to do, and it's essentially if we want to  
17 build anything, we've got to get it; we need to at  
18 least make the deposit.

19                   And, for instance, the 20-some acres for the  
20 Gun Club property, Mr. Roberts had a conversation  
21 with -- Mr. Roberts is in India, attending a  
22 wedding in India that's five or six days long, so  
23 he's done today.

24                   But anyway, he had a conversation with the  
25 attorney subsequent to he and I talking this

1 morning, and then he called me back just as I was  
2 getting out of the car, and he basically told the  
3 attorney from the Gun Club that we have to spend  
4 close to \$2 million just for the credits on that  
5 piece of land in order for anybody to be able to  
6 build on it. So, even if they were to give the  
7 property away, it's worthless because you can't  
8 build on it.

9 MR. OLSON: Oh, wait. We're talking about  
10 the -- the property for the road, for the --

11 MR. TOPP: The Gun Club property.

12 MR. OLSON: Yeah, for a rebuild of the --

13 MR. TOPP: Well, it's not just the road.  
14 There's other things that are going to go in there.

15 CHAIRMAN LUDLOW: Infrastructure.

16 MR. TOPP: Yeah. It -- it needs water  
17 mitigation to be done.

18 MR. OLSON: Right. But we -- we need it first  
19 for constructing --

20 MR. TOPP: The road.

21 MR. OLSON: -- the realignment of Hawkeye View  
22 Lane.

23 MR. TOPP: That's correct.

24 MR. OLSON: So that's our most immediate need  
25 for --

1 MR. TOPP: Yes.

2 MR. OLSON: Okay. I'm sorry to interrupt,  
3 but --

4 MR. TOPP: No, no --

5 MR. OLSON: -- I wanted to clarify --

6 MR. TOPP: -- I appreciate it.

7 MR. OLSON: -- what we were talking about  
8 because I heard you talking about development.

9 MR. TOPP: Yeah.

10 MR. OLSON: Okay.

11 MR. TOPP: And so, I think that we're going to  
12 get a -- they had given us a proposal on what they  
13 wanted for the property, and it just so happened to  
14 match exactly what we're getting from the  
15 government. You know, amazing. But I think that  
16 now they understand all the background and the  
17 underpart of it.

18 So that's just one example of that entire  
19 piece of property on the east side of the airport.  
20 It's five -- it's 12 -- it's now 11.49, I think it  
21 is, total credits that we need.

22 CHAIRMAN LUDLOW: Wow.

23 MR. TOPP: And they're about \$300,000 a pop.

24 Now we can give -- we can start out by giving  
25 them a 10 percent discount -- I mean 10 percent

1 deposit and at least putting our hand on it,  
2 because there's a long line of people waiting to  
3 buy a tenth of a credit, you know, to put a  
4 swimming pool in, all of those kind of things. But  
5 we really need to work on -- we need to act on that  
6 as soon as possible.

7 CHAIRMAN LUDLOW: We have nothing to trade,  
8 right?

9 MR. TOPP: No, not right now.

10 CHAIRMAN LUDLOW: No mitigation credits to  
11 use --

12 MR. TOPP: No.

13 CHAIRMAN LUDLOW: -- money. So --

14 MR. TOPP: It's about -- it's about a little  
15 bit under three and a half million.

16 CHAIRMAN LUDLOW: The next step would be.

17 MR. TOPP: A deposit of about \$350,000.

18 MR. OLSON: Well, we would have to commit to  
19 actually purchase --

20 MR. TOPP: Right.

21 MR. OLSON: -- the credits.

22 CHAIRMAN LUDLOW: The --

23 MR. OLSON: And I guess our finance committee  
24 spent a lot of time on the Authority's capacity --  
25 capacity to do things like this, and I'm not sure

1           where we would find the capacity right now. I  
2           mean, it -- it's a bare bones thing.

3                     We have -- at the beginning of this current  
4           fiscal year, we had available cash reserves not  
5           committed to anything, just available cash reserves  
6           of \$2.3 million. And I guess we're going to talk a  
7           little bit at some point about the hangar project,  
8           which is a priority of this Authority.

9                     So I'm not leading this to any -- any  
10          direction other than to inform the board that we --  
11          we're going to have difficulty committing to these  
12          mitigation credits because we're -- we're going to  
13          be really struggling with the construction of the  
14          T-hangar project.

15                    And the other thing that our audit showed for  
16          the audit year, the last audit year, is our  
17          available cash reserves declined from the beginning  
18          of the year to the end.

19                    And I think we're doing the -- we haven't seen  
20          the first six months for this year, but I would  
21          expect we're doing the same this year because  
22          the -- sort of the fundamental is that this  
23          airport, the bulk of its revenue, a lot of it comes  
24          from leases, land leases and facility leases, and  
25          they are increasing by the CPI factor. Our

1 expenses are increasing at a higher rate.

2 MR. TOPP: Well, we -- we talked a little bit  
3 about that, that there might be a mitigating factor  
4 to the expenses at our meeting for the increase  
5 because of the changeover and the excess, you  
6 know --

7 MR. OLSON: Well, that -- that would be good.

8 MR. TOPP: Yeah.

9 MR. OLSON: But as of right now, it's hard to  
10 conclude that we have the capacity to commit --

11 MR. TOPP: Uh-huh.

12 MR. OLSON: -- to the credits.

13 I'm -- I'm just sort of wondering whether, if  
14 it's part of the construction of the road, whether  
15 we can go back and seek a supplemental grant for  
16 the project from FDOT in the coming year to --  
17 specifically to fund this.

18 But, I mean, I'm -- we can't -- without the --  
19 excuse my voice. Without the ability to -- I mean,  
20 if we commit to a contractual arrangement either to  
21 build the T-hangars or buy these credits without  
22 the backup, we're opening ourselves up to  
23 litigation.

24 MR. TOPP: Right. Well, the -- I've already  
25 started the conversation with FDOT about that very

1 thing, and --

2 MR. OLSON: Okay. Good.

3 CHAIRMAN LUDLOW: So can I ask Andrew?

4 MR. CLARKE: Could I --

5 MR. TOPP: I'm sorry?

6 CHAIRMAN LUDLOW: I was just going to ask  
7 Andrew if he had any ideas about the mitigation  
8 credit. Dennis?

9 MR. CLARKE: I'd like to just clarify, you  
10 know, some of the statements Mr. Olson made about  
11 our -- the -- our balance sheet at the end of the  
12 fiscal year.

13 We -- we did in fact have 2.2 million in  
14 operating cash, but we also had \$3.6 million in  
15 investments. So our total cash position, current  
16 or cash equivalents at the end of the year, were  
17 6.3 million. So, you know, that -- that cash is  
18 unrestricted or this -- the investment cash,  
19 3.6 million, is unrestricted and available.

20 Just a note on whether we buy the credits or  
21 do not buy the credits, we're -- if we -- if we  
22 don't buy them, they may not be available just  
23 because of supply and demand. And if we don't buy  
24 them, then we're -- we're restricting our own  
25 ability to earn future revenue. So it's an

1 investment that we have to make, otherwise we're --  
2 we're sitting on 11 1/2 acres of a wetland and --  
3 that has zero value. So, I don't think we can  
4 afford not to proceed with this.

5 And the -- the future resources that will be  
6 necessary to cover any debt or marginal operating  
7 and maintenance expenses will come from the tenants  
8 themselves. And that's the whole purpose of  
9 putting together a long-range financial plan, which  
10 we're going to discuss a little bit later in the  
11 meeting, and we discussed at length at the finance  
12 committee meeting. So I think it's important to  
13 keep that in mind.

14 Now, what Mr. Olson said is true. Right now,  
15 no, we don't have the cash on hand to do all the  
16 work we need, but we do have the prospects of  
17 significant grant funds coming in and the -- the  
18 prospect of significant revenue coming in from our  
19 future tenants.

20 MR. OLSON: If I could add -- and Mr. Clarke  
21 and I both spent a lot of time on this, so -- and  
22 he is a very valuable addition to participate in  
23 the finance committee.

24 But the almost 100 percent -- and we have our  
25 engineers here, so I'm probably speaking carelessly

1 about the bidding, but we have almost a hundred  
2 percent cost overrun over the estimates on the  
3 apparent low bid for the -- the T-hangars. It's a  
4 significant gap. And we have 90 days -- the bid is  
5 good for-- the low bid -- and you don't want to  
6 hear about the next bid.

7 MR. TOPP: No.

8 MR. OLSON: The low bid is good for 90 days.

9 Of course there are options -- and I'm getting  
10 into another project discussion -- but, I mean,  
11 there are options to possibly rebid.

12 I'm not sure how advisable that would be  
13 because costs are going up and -- but if we want to  
14 hold to the prices that our general low -- apparent  
15 low bidder general contractor has in putting  
16 together the apparent low bid, we have to act  
17 within 90 days and we have to be able to sign a  
18 contract that we can honor and -- and essentially  
19 fund or we open ourselves up to a bad area of  
20 possible litigation. So that's all I'll say.

21 MS. LIOTTA: I have a --

22 CHAIRMAN LUDLOW: And -- okay. Yes?

23 MS. LIOTTA: First I have a question and then  
24 after -- depending on that, maybe another comment.

25 Mr. Topp, can you clarify the credit -- I'm

1 discussing purchasing, putting down the deposit for  
2 cred -- for water --

3 MR. TOPP: Mitigation.

4 MS. LIOTTA: -- mitigation credits, thank you,  
5 that was just under 12 total credits. What's --  
6 what's the contemplated use again for those  
7 credits? How does that break down?

8 MR. TOPP: Well, it would be for the -- we  
9 have the east side development area, if you will.  
10 There's the -- the 20-plus acres plus or minus for  
11 the Volato project, which is about two and a half  
12 credits. Is that correct, Andrew?

13 And then as you take it across to the north  
14 along the east side, it's the rest where we would  
15 need the other nine credits for that to develop it.  
16 It's wet.

17 MS. LIOTTA: Okay. All right.

18 MR. TOPP: You know, it's just --

19 MS. LIOTTA: That's what I --

20 CHAIRMAN LUDLOW: Andrew, would you like to --

21 MS. LIOTTA: That's what I thought. So I  
22 think I just need to go on the record, to --

23 MR. TOPP: Right.

24 MS. LIOTTA: -- the surprise of nobody, that  
25 I'm an employee of Volato and I hold an ownership

1 interest in Volato. So I do believe that if the  
2 Authority is voting on whether to put down that  
3 deposit, I have a conflict and can't vote on it.

4 MR. TOPP: Thank you. But -- thank you. Can  
5 I -- Reba, can I -- I'm sorry for --

6 CHAIRMAN LUDLOW: Yes.

7 MR. TOPP: As far as grants, there was an  
8 e-mail -- I copied you on it. There's another --  
9 some other additional monies that are coming, and  
10 then we have -- Matt told me that there's another  
11 million dollars that we're getting. And I've also,  
12 as you know, got the county working with us on some  
13 money.

14 There's a lot of -- and I have it here,  
15 talking about grants. I work on this every single  
16 day. It's our goal to get this done and -- and get  
17 the money in place and not have that risk of not  
18 being able to make the payments, because I  
19 certainly can't take it out of my bank account  
20 because the check would not be any good. So we'll  
21 get it done. We will get it done.

22 MS. LIOTTA: I have a question. I know I'm  
23 not voting, but --

24 MR. TOPP: Yeah.

25 MS. LIOTTA: -- I think --

1 MR. TOPP: Sure. Please.

2 MS. LIOTTA: -- just for the helpfulness of  
3 the discussion.

4 It does seem that the -- the T-hangar is a big  
5 project with a lot of costs, and now you're also --  
6 the Authority's also contemplating this water  
7 mitigation credit transaction. Both, you know,  
8 one-time expensive items.

9 And I agree with Mr. Olson that, you know,  
10 using up tremendous amounts of the Authority's free  
11 cash may not be the most advisable thing to do.  
12 However, you know, it -- has there been any  
13 discussion about potentially getting some financing  
14 for --

15 MR. TOPP: Absolutely.

16 MS. LIOTTA: -- like, say the T-hangars or  
17 something like that so it's --

18 MR. TOPP: Yeah, I did a back --

19 MS. LIOTTA: -- using its cash?

20 MR. TOPP: Exactly. I did a back of the  
21 napkin -- and, Mr. Clarke, if you would confirm it  
22 or deny it. I just did a quick math thing. \$500  
23 times the number of hangars we have on the field at  
24 the end of 30 years is \$31.5 million, okay, in  
25 income.

1           So to be able to service the debt will not be  
2           an issue. And we've talked to SouthState Bank. I  
3           mean, they're literally waiting with a piece of  
4           paper in their hand; they're ready to go.

5           MR. OLSON: Well, I -- I believe, and I'm  
6           reacting too quickly to your --

7           MR. TOPP: That's okay.

8           MR. OLSON: -- probably. We can't use -- I  
9           mean, if we use all the revenue from the T-hangars  
10          to service the debt on the new 13 T-hangars or --  
11          as many --

12          MR. TOPP: Whatever.

13          MR. OLSON: -- and we hope we can build the  
14          full number, if we divert all the revenue from the  
15          T-hangars to that, we have an operating --

16          MR. TOPP: Uh-huh.

17          MR. OLSON: -- cash problem for the overall  
18          airport. So --

19          MR. TOPP: Well, we need -- I think that's one  
20          of things need to do in the finance committee --

21          MR. OLSON: Yes, yeah.

22          MR. TOPP: -- is run the numbers out for --

23          MR. OLSON: I just when it -- was worried that  
24          the plane was going to leave the runway without --

25          MR. TOPP: No. There's going to be fuel in

1 the tanks?

2 MR. OLSON: -- a flight plan.

3 MR. TOPP: Right. I understand.

4 MR. OLSON: That's what I was --

5 CHAIRMAN LUDLOW: Well done.

6 MS. LIOTTA: I also have a question.

7 You know, I'm not going to be voting on it,  
8 but the contract for those water credits, do you  
9 know if -- if management has a copy of that  
10 proposed agreement? Is it transferable? Like, so  
11 if something happened and for some reason the  
12 Authority wanted to flip those, because they're  
13 tradeable --

14 MR. TOPP: I don't --

15 MS. LIOTTA: -- they're -- they're an asset,  
16 so that they --

17 MR. TOPP: I don't think so, but it may be. I  
18 mean, we may be able to negotiate something. But  
19 right now, it's just a letter from them saying this  
20 is how much it's going to be and we need to  
21 respond, once we say yes, how many days it will be  
22 before we have to pay for it.

23 MS. LIOTTA: Okay. Because I would -- I would  
24 hope that something like that would be --

25 MR. TOPP: Yeah, we've been --

1 MS. LIOTTA: The Authority wouldn't have a --

2 MR. TOPP: -- thinking about it. We'll trade  
3 them for some land across the way.

4 MR. OLSON: That's an interesting thought  
5 about that, yeah. That's --

6 MS. LIOTTA: It's massive.

7 MR. OLSON: Because there's -- there's a lot  
8 of demand for these credits. However, as I  
9 understand it, the credits purchased within a  
10 certain area have to be used within --

11 MS. LIOTTA: In that -- in a --

12 MR. OLSON: -- that area.

13 MS. LIOTTA: -- basin, yes.

14 MR. TOPP: Yes.

15 CHAIRMAN LUDLOW: Thank you. I'd like to ask  
16 Andrew if he has any ideas, would like to comment  
17 on this, please. And you're supposed to state your  
18 name and address. I forgot.

19 MR. HOLESKO: Andrew Holesko, Conference  
20 Center here at the airport. Good afternoon to the  
21 board. So a few things.

22 CHAIRMAN LUDLOW: You have to talk loud.

23 MR. HOLESKO: First, I wanted -- first, I  
24 wanted to comment -- Mr. Olson made a reference to  
25 the bid opening, so --

1           MR. TOPP: Raise your voice.

2           MR. HOLESKO: -- the bid opening that occurred  
3 was greater than the grant amount versus the total  
4 project budget.

5           We're very sensitive to that, to say that  
6 something is opened and it's greater than the  
7 budget. It's greater than the grant amount which  
8 doesn't change.

9           FDOT grants are written on a specific dollar  
10 value and then you design as much and you try and  
11 build as much as you can with the money they give  
12 you. The FAA waits until a grant -- a bid is  
13 opened and then they give you the amount of funds  
14 that you request based on bid opening. And I  
15 just -- you know, we're very sensitive to, you  
16 know, where that goes and how it's described.

17           It's absolutely, Mr. Olson, more than every  
18 T-hangar in the past. We plan on bringing a list  
19 of options to the Airport Authority to say, you can  
20 use this DOT grant for hangars and this money from  
21 the FAA, and you can do X or Y or Z, and lay out  
22 exactly what the dollar is to the Airport Authority  
23 under numerous scenarios.

24           But we think that the goal is, is to either  
25 build 19 or 27 hangars. Alpha and J are 17, and

1           then Tango is nine more. I mean, I'm sorry, it's  
2           19 and Tango is eight more. But we're going to  
3           show you all of the different pieces using your  
4           FDOT funds and your FAA funds, mixing back and  
5           forth and showing you what your share is, and then  
6           you'll decide which one is the best.

7                     We are planning on having that discussion --  
8           if you're going to have a workshop meeting two  
9           weeks from today, we could have that as a part of  
10          the workshop with no decision made at that point,  
11          but we could lay out all of those different  
12          scenarios and show you X, Y, and Z and then follow  
13          up in your meeting in May with a recommendation of  
14          award with all of those details. That's our plan  
15          right now.

16                    Secondly, on the mitigation credits, when you  
17          look at the east side of the airport, you see the  
18          irregular shape of Hawkeye View Lane and you look  
19          at areas where they weren't developed. This is  
20          part of the reason why it hasn't been developed on  
21          the east side, is because you have large areas of  
22          wetlands that are in the way.

23                    It's not irregular when you really look at why  
24          the road is where it is and things like that. It's  
25          avoiding Mother Nature, which whether you decide to

1 use the wetland credits that are available to you  
2 now or whenever you do it, if you decide not to do  
3 it now, you will always need the credits.

4 So if you say you don't want these credits  
5 that are available and you come back five or ten  
6 years from now, they're not going to be \$300,000 a  
7 credit, they're going to be \$600,000 a credit --

8 CHAIRMAN LUDLOW: Absolutely.

9 MR. HOLESKO: -- or something larger than they  
10 are today.

11 CHAIRMAN LUDLOW: Uh-huh. Absolutely.

12 MR. HOLESKO: The credits -- and again, I give  
13 the board credit for literally 12 to 18 months ago  
14 starting this process.

15 The assignment given to Passero was determine  
16 where the wetlands are in the way for the south  
17 parcel, which is the Volato parcel; for the central  
18 parcel, which could be a second FBO or another  
19 major aeronautical service operator; the northern  
20 part, which is going to be all large corporate  
21 hangars and the brand new access road coming in  
22 from Gun Club.

23 CHAIRMAN LUDLOW: Right.

24 MR. HOLESKO: All of the credits for all of  
25 that development are in this application, as you

1 wanted to say, we want to do wetland mitigation  
2 over there one time and we don't want to do it  
3 again, so figure it all out.

4 CHAIRMAN LUDLOW: Right.

5 MR. HOLESKO: Now, the other thing that's very  
6 important to note is, I gave the director and Chad  
7 an e-mail last week from me and Matt. We asked our  
8 environmental consultant, okay, what if we can  
9 don't use these mitigation credits? What if we --  
10 what if we decide to build our own?

11 And the reality is if you decide to build your  
12 own, it's going to take more area than you have and  
13 probably cost more than the mitigation credits, and  
14 you would permanently use the developability on the  
15 land where you put it.

16 CHAIRMAN LUDLOW: Right.

17 MR. HOLESKO: So for applicants that have  
18 large tracts of land where there's a piece that's  
19 valuable and they have other pieces that they --  
20 that they might not want to use in the near future,  
21 it could make sense to build your own wetlands over  
22 time and mitigate using your own land.

23 For the Airport Authority, all that would have  
24 to happen east of U.S. 1. The Airport Authority, I  
25 don't believe has large tracts of land east of

1 U.S. 1 that you would want to put into a permanent  
2 conservation and wetland easement, because that  
3 that's what you would get.

4 Taking 12 acres, and that's roughly the impact  
5 area, the wetland mitigation conservation area  
6 would be greater than 12 acres. Actually, it would  
7 be greater than two or three times --

8 MR. TOPP: Yeah.

9 MR. HOLESKO: -- the size that you're going to  
10 try and conserve.

11 No -- no specific ratios have been assigned  
12 yet, but we -- but we asked our own consultants to  
13 say, what would that be? What would that look  
14 like? And their -- and their response back is, you  
15 don't have the space for that east of U.S. 1 --

16 CHAIRMAN LUDLOW: Right.

17 MR. HOLESKO: -- because you want to develop  
18 all your land east of U.S. 1 --

19 CHAIRMAN LUDLOW: Right.

20 MR. HOLESKO: -- that's developable.

21 MR. OLSON: So I --

22 MR. HOLESKO: I hope that makes sense.

23 MR. OLSON: Just on your point right now,  
24 could we -- if we -- if that were an option to look  
25 at, could it be that we -- we create the

1 wetlands -- or we replace the wetlands west of  
2 U.S. 1?

3 MR. HOLESKO: You cannot. That's a -- it's a  
4 different --

5 CHAIRMAN LUDLOW: It has to be east.

6 MR. HOLESKO: -- permitting drainage basin.

7 MR. OLSON: Different basin. Okay. Thank  
8 you.

9 MR. HOLESKO: The U.S. 1 corridor is a  
10 different basin --

11 MR. OLSON: Okay. Thank you.

12 MR. HOLESKO: -- east of U.S. 1 --

13 MR. OLSON: Okay.

14 MR. HOLESKO: -- and west of U.S. 1.

15 MR. OLSON: Okay. Thank you.

16 MR. HOLESKO: If that was the case, Mr. Olson,  
17 we would be talking -- having a different  
18 conversation.

19 CHAIRMAN LUDLOW: That's right.

20 MR. HOLESKO: If we could mitigate wetlands on  
21 the east side of U.S. 1 with your land west  
22 U.S. 1 --

23 MR. OLSON: Okay.

24 MR. HOLESKO: -- but that's not possible.

25 MR. OLSON: Oh. Well, can we go have the

1 basin changed? I guess we can't.

2 MR. HOLESKO: I'm not even going to respond to  
3 that. I wouldn't know how to approach it.

4 MR. OLSON: It's just an application.

5 MR. HOLESKO: I won't even get into  
6 Commissioner Dean on that, changing a drainage  
7 basin with DEP, so...

8 COMMISSIONER DEAN: Can I say 15 seconds'  
9 worth?

10 MR. OLSON: Yeah.

11 CHAIRMAN LUDLOW: Of course.

12 COMMISSIONER DEAN: Most of you don't know my  
13 background. I spent about 35 years in this field  
14 as director of Water Management.

15 CHAIRMAN LUDLOW: Yes.

16 COMMISSIONER DEAN: I just want to reiterate  
17 and confirm what he has presented to you.

18 CHAIRMAN LUDLOW: Right.

19 COMMISSIONER DEAN: I would totally agree, for  
20 what it's worth.

21 CHAIRMAN LUDLOW: Like get it now.

22 COMMISSIONER DEAN: I'll follow up with him,  
23 or Jaime if need be, but this used to be my red  
24 deadzone.

25 CHAIRMAN LUDLOW: I know.

1           MR. TOPP: And one thing he didn't talk about  
2 is the time it would take to get that done.

3           MR. HOLESKO: Yes. To -- if you wanted to use  
4 your own re-created wetlands as conservation -- as  
5 mitigation to impact, you'd have to have the new  
6 wetlands up and operating before you could impact  
7 the existing. Which means you could be waiting  
8 three to five years for the new ones to be created  
9 before you could develop the existing. Which I  
10 don't think is the case here --

11          CHAIRMAN LUDLOW: No.

12          MR. HOLESKO: -- because they're -- again,  
13 there is imminent develop -- development, or at  
14 least plans to move forward with everything we  
15 said.

16          You're -- you're about to get, in addition to  
17 the grant for the -- for the Gun Club property,  
18 comes the construction of the road --

19          CHAIRMAN LUDLOW: Right.

20          MR. HOLESKO: -- which everything on the east  
21 side is also dependent on the future road.

22          MR. OLSON: So you -- another quick question.  
23 You mentioned FDOT established and approved the  
24 grant amount or established the grant amount before  
25 the bidding takes place.

1 MR. HOLESKO: Yes, sir.

2 MR. OLSON: Could be --

3 MR. HOLESKO: Could be six years prior. They  
4 do it -- they do it five to six years prior.

5 MR. OLSON: Do you, in your experience with  
6 FDOT, think it would be possible for us to seek an  
7 additional supplemental grant now that we have --  
8 we know this is a need that we didn't know when we  
9 made the application --

10 MR. HOLESKO: So --

11 MR. OLSON: -- earlier?

12 MR. HOLESKO: So there -- there's two things  
13 related to that that I think you can do.

14 If you approach Florida DOT right now and  
15 say -- because it's -- we're already in April. If  
16 you said, we'd like to take an offer of funds from  
17 you after July 1st in the new state fiscal year  
18 that's starting, we'd like to do a new project for  
19 mitigation, most likely FDOT would say to you, if  
20 you want -- I'm just going to use a round number.  
21 If you want \$1 million for wetland mitigation, we  
22 can do that, but we're going to take a million  
23 dollars from another project that is allocated to  
24 you.

25 MR. OLSON: Okay.

1 MR. HOLESKO: It won't be new money.

2 CHAIRMAN LUDLOW: Right.

3 MR. OLSON: Okay.

4 MR. HOLESKO: It would be money that was  
5 allocated to you. So a million goes there and  
6 the -- and the other project is reduced.

7 We do still have the option -- and this I  
8 think we'll discuss at the workshop, also -- is  
9 that when the roadway project comes, there's --  
10 there's a large amount of money for Hawkeye View  
11 Lane relocated to the east.

12 If you purchased the mitigation credit down  
13 payment now, you could use some of the large  
14 amounts of money for the construction of the road  
15 to do the eventual purchase of the full-time  
16 mitigation credits. The down payment is  
17 10 percent --

18 MR. TOPP: Correct.

19 MR. HOLESKO: -- \$375,000 or -- or so.

20 CHAIRMAN LUDLOW: Uh-huh.

21 MR. HOLESKO: That gets you \$3,750,000 in  
22 future credits. Even getting the 10 percent now  
23 gives you the ability to go to the future projects  
24 when the construction values come up and -- from  
25 FDOT to use that future money to pay the balance.

1 MR. OLSON: So --

2 MR. HOLESKO: I'm just saying that as an  
3 option.

4 CHAIRMAN LUDLOW: Right.

5 MR. OLSON: Okay. But of course maybe this is  
6 a question for the business side of the mitigation  
7 credits, but if we pay the 10 percent or the --  
8 whatever the deposit, we're committed -- part of  
9 that would be a contractual commitment to pay the  
10 full amount in a certain amount of time; is that  
11 correct?

12 MR. HOLESKO: I think there is a certain  
13 amount of time. I do think that that is perhaps  
14 one of the -- one of the portions of the contract  
15 that would be variable. If you wanted to propose a  
16 longer time frame due to the availability of FDOT  
17 funds, that might be acceptable to the wetland  
18 bank.

19 MR. OLSON: Okay. The main thing with --  
20 obviously it's an exciting addition to further  
21 develop our airport. It's got a lot of economic  
22 development benefits to it, this east corporate  
23 area.

24 But the plain thing is that our land leases  
25 don't -- I mean, if we think about a financial

1 obligation now, hoping for sufficient revenue from  
2 land leases in the east corporate area to help us  
3 finance these, those -- the revenue from those land  
4 leases are -- don't come for a long time. In fact,  
5 the lease with Volato involves Volato utilizing the  
6 land lease payments for a number of years to do  
7 additional site environmental work to their site.

8 So all I'm saying is sort of the stroke of  
9 reality is that we have to really think about this  
10 as our personal finances. We would -- our personal  
11 finances.

12 CHAIRMAN LUDLOW: And I think this is  
13 something best worked out at a workshop --

14 MR. OLSON: Yeah, yeah.

15 CHAIRMAN LUDLOW: -- so that we can get, you  
16 know --

17 MR. TOPP: Yeah.

18 CHAIRMAN LUDLOW: -- more things in the right  
19 order. Because these are really good things.

20 Have we ever had mitigation credits? Didn't  
21 we trade some in the past years ago?

22 MR. TOPP: Saltwater, right?

23 CHAIRMAN LUDLOW: Hmm?

24 MR. HOLESKO: We -- we have.

25 CHAIRMAN LUDLOW: Yes.

1           MR. HOLESKO: The saltwater mitigation credits  
2 are different than freshwater mitigation credits,  
3 and I didn't really want to get into that whole  
4 discussion. But it is a normal part of projects.

5           CHAIRMAN LUDLOW: Right.

6           MR. HOLESKO: What's not normal about the  
7 Airport Authority's situation right now is that you  
8 have a finite piece of land. You don't have other  
9 options where you are. There's no other credits  
10 inside our basin.

11          CHAIRMAN LUDLOW: Right.

12          MR. HOLESKO: There's a line of people that  
13 want to buy these credits. If you -- if the  
14 Authority doesn't want these credits, they're going  
15 to be gone very quickly.

16          MR. OLSON: We want the credits. We want the  
17 credits.

18          MR. HOLESKO: Right. I'm just bringing that  
19 point up --

20          MR. OLSON: Okay, sure.

21          MR. HOLESKO: A lot of this has been certainly  
22 discussed with you-all, but it's also been  
23 discussed with the environmental consultants that  
24 are -- are doing the mitigation to take these  
25 credits and apply them to other projects.

1 CHAIRMAN LUDLOW: Well, you know, it just --

2 MR. HOLESKO: It's just very real.

3 CHAIRMAN LUDLOW: -- it -- we don't have any  
4 choice. If we're going to develop, you know, that  
5 part of the our property, we have to do something.

6 MR. HOLESKO: You cannot develop any of the --  
7 either the roadway or any of the three major  
8 developments on the east side without these  
9 credits --

10 CHAIRMAN LUDLOW: That's right.

11 MR. HOLESKO: -- or a different plan to which  
12 there aren't good options --

13 CHAIRMAN LUDLOW: That's right.

14 MR. HOLESKO: -- or less costly than what's  
15 being proposed to you.

16 CHAIRMAN LUDLOW: That's right. Well, and  
17 like I say, I'm excited about where we're going,  
18 and this is a great future for us to get started  
19 on. Any other questions?

20 MR. CLARKE: I'd just like to make a comment,  
21 mostly for the -- for the audience for the record,  
22 is -- and for my fellow board members who were not  
23 at Friday's meeting.

24 Another aspect of this, of the whole big  
25 picture here, is we have to keep in mind the

1           airport is self-sustaining financially. We have  
2           not been on the tax rolls, we have not had an  
3           ad valorem tax for something like 15 years.  
4           There's no one that would support that action.

5                     But keep in mind that we -- we are in control  
6           of our revenue, the Airport Authority is. And to  
7           that extent, we have different classes of  
8           customers, lease customers. We have T-hangar  
9           customers. We have corporate customers. We have  
10          commercial customers.

11                    It's what Mr. Topp mentioned before, that if  
12          we took everybody on the waiting list and  
13          multiplied their -- what they're willing to pay  
14          today the 50 -- you know, \$500 a month, we would  
15          generate \$30 million over a 30-year period.

16                    We -- that rate is set by the  
17          Airport Authority. If -- if we -- if we look at  
18          what our financial needs are to fund this project  
19          with the marginal -- the marginal funds required to  
20          fund debt and the marginal operating maintenance  
21          expenses, if we're charging our T-hangar tenants  
22          \$.50 a square foot and it determines -- we  
23          determine that we need \$.55 a square foot, we have  
24          the -- we can adjust that rate.

25                    CHAIRMAN LUDLOW: Right.

1 MR. CLARKE: Until -- until the market says  
2 I'm not -- no longer going to rent a hangar on your  
3 property, it's too expensive.

4 So we're -- we have control of that revenue.  
5 But that means we have to have very tight financial  
6 management and -- and we perform these studies on a  
7 continuous basis. It's something we're going to be  
8 talking about a little bit later in the meeting.  
9 But it's important to keep that in mind. We're in  
10 control --

11 CHAIRMAN LUDLOW: Right.

12 MR. CLARKE: -- of the revenue that we need.

13 MR. OLSON: Yeah.

14 CHAIRMAN LUDLOW: And I like that. A  
15 second -- Northrop Grumman is our biggest revenue  
16 producer, but hangars are our second biggest  
17 revenue producers.

18 MR. TOPP: Uh-huh.

19 CHAIRMAN LUDLOW: So we need to make room for  
20 more hangars. Okay. Any other questions?

21 (None.)

22 CHAIRMAN LUDLOW: Okay. Thank you, Andrew. I  
23 knew you would have a lot to add to that. You just  
24 tried to sit there quietly.

25 So, today all we're saying is that you -- you

1 gave us the information and we're going to have a  
2 workshop so that we can do -- get our information  
3 more in depth and -- and a timeline.

4 MR. CLARKE: Can I ask a question of Mr. Topp?  
5 Are you looking for a resolution from the board to  
6 pursue the -- the mitigation credits, the purchase  
7 of the making the down payment on the credits  
8 tonight?

9 CHAIRMAN LUDLOW: Do we need that?

10 MR. TOPP: I don't think we have a choice, but  
11 that's up to y'all.

12 MR. CLARKE: I think that -- I think that what  
13 we need to do is -- is provide the -- Mr. Topp with  
14 the right to pursue these, the 10 percent.

15 MS. LIOTTA: I've got -- I guess I have a  
16 procedural question. Since it sounds like there's  
17 material terms of this contract that aren't known  
18 yet --

19 MR. TOPP: Right.

20 MS. LIOTTA: -- that it's really not ready for  
21 the Authority to vote on it but could potentially  
22 be at the next regular board meeting. I'm not sure  
23 that we need to vote if there's still work to be  
24 done on -- because it's not ripe for -- for an  
25 actual approval.

1           MR. TOPP: Yeah, we have -- we have an offer  
2 letter from the mitigation bank and that's all we  
3 have right now.

4           MR. CLARKE: When does that expire?

5           MR. TOPP: There's no expiration date on  
6 there, is there, Andrew? He's looking it up right  
7 now.

8           CHAIRMAN LUDLOW: Yeah.

9           MR. TOPP: Okay.

10          MR. DOUGLAS: That would be an important --

11          CHAIRMAN LUDLOW: Charlie?

12          MR. DOUGLAS: -- question to be answered,  
13 which is the timing on when the train would leave  
14 the station.

15          CHAIRMAN LUDLOW: So --

16          MR. DOUGLAS: But I think what I understood  
17 Mr. Clarke's question to be of Mr. Topp is that the  
18 board would vote now for Mr. Topp to continue the  
19 conversation and prepare a legal doc -- a contract  
20 in near final form to come before the board. Is  
21 that, Mr. Clarke --

22          MR. TOPP: Yes, that'd be perfect.

23          MR. CLARKE: Thank you for clarifying that.

24          CHAIRMAN LUDLOW: Yes.

25          MR. CLARKE: That's exactly what, you know,

1           you articulated on my behalf. Thank you.

2           MS. LIOTTA: Do we need to vote on that or --

3           MR. DOUGLAS: I think it would be helpful for  
4           the record --

5           MS. LIOTTA: Okay.

6           CHAIRMAN LUDLOW: To vote for it?

7           MR. DOUGLAS: -- to affirm the board's  
8           decision to instruct staff to the continue the  
9           contractual formulation.

10          CHAIRMAN LUDLOW: Very good.

11          MR. CLARKE: Come back next meeting with a  
12          resolution.

13          MS. LIOTTA: You know, we may -- depending on  
14          if there's a deadline --

15          CHAIRMAN LUDLOW: But we have --

16          MS. LIOTTA: -- we may need to set a special  
17          meeting.

18          MR. DOUGLAS: Correct.

19          CHAIRMAN LUDLOW: But -- so we have to vote  
20          today for staff to continue to open doors and have  
21          it ready for us hopefully workshop time.

22          MR. TOPP: Put our foot in the door so they  
23          don't close it.

24          CHAIRMAN LUDLOW: Yeah, that's right. I --  
25          I'm really pleased with this. So -- okay. So we

1 need to vote for -- to --

2 MS. LIOTTA: You need a motion.

3 MR. DOUGLAS: A motion to instruct staff to  
4 continue drafting and formulating a contract to  
5 bring back to the board.

6 CHAIRMAN LUDLOW: A first and second.

7 MR. OLSON: I would hope that if a motion is  
8 being made, that it would include having counsel be  
9 totally involved with whatever we're voting to --  
10 whatever next steps we're voting for.

11 MR. TOPP: Absolutely.

12 CHAIRMAN LUDLOW: They're -- they're  
13 involved --

14 MR. OLSON: Well, I want --

15 CHAIRMAN LUDLOW: -- for sure.

16 MR. OLSON: -- it clear. I mean, I think it  
17 should be.

18 CHAIRMAN LUDLOW: You want to be sure --

19 MR. OLSON: It's important in this because  
20 it's got some legal exposure for the Authority.

21 CHAIRMAN LUDLOW: Okay. So including our  
22 attorney advice, we need to vote -- we need a  
23 motion and a second and public comment and vote.  
24 Okay. Do I hear a motion and a second?

25 MR. CLARKE: I'll make the motion.

1           CHAIRMAN LUDLOW: Okay. We have the motion.  
2           And this is just for Jaime to -- to investigate  
3           further and get -- just like Andrew's going to do,  
4           and get the steps in line and get more information  
5           to us, but we need the board's --

6           MR. TOPP: And get a contract, get something  
7           in writing that the legal can look at.

8           CHAIRMAN LUDLOW: Oh, yes. Okay. And you  
9           need the board's approval for that. Okay. Do I  
10          have a second?

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

12          CHAIRMAN LUDLOW: And so we have a second.  
13          Public comment? Public comment on this, anybody?  
14          Jack? Jack Gorman.

15          MR. GORMAN: It's not -- it's not appropriate  
16          now for me to say, so why don't you have the vote  
17          and then I'll talk about it?

18          CHAIRMAN LUDLOW: Okay.

19          MR. GORMAN: It's about salt versus freshwater  
20          mitigation.

21          CHAIRMAN LUDLOW: Okay. So -- all right. So  
22          we have a motion and a second and we need to vote.  
23          Yeah or nay.

24          MS. CASH-CHAPMAN: Aye.

25          MR. CLARKE: Aye.

1 MR. OLSON: Aye.

2 CHAIRMAN LUDLOW: Aye.

3 MS. LIOTTA: Abstain.

4 CHAIRMAN LUDLOW: Abstain -- she can't  
5 abstain.

6 MS. LIOTTA: I have to.

7 CHAIRMAN LUDLOW: I know. They wouldn't let  
8 me abstain, though, but that's a whole different  
9 thing.

10 Okay. So we have the motion, second, public  
11 comment, we have the vote for Jaime to continue and  
12 get more information for us and -- and working with  
13 Andrew and our attorneys for our workshop -- okay,  
14 all we can for our workshop. It's just like we  
15 don't have any choice. If we're going to develop  
16 that, we have to do something, so otherwise, we're  
17 stuck. Okay.

18 MR. DOUGLAS: Madam Chair, can I ask a  
19 question?

20 CHAIRMAN LUDLOW: Charlie?

21 MR. DOUGLAS: On the timing, I just want to be  
22 sure that from Mr. Holesko's point of view and  
23 Mr. Topp's point of view that there is sufficient  
24 time to coordinate with the mitigation bank so that  
25 if the board comes back in two weeks, there is

1 still an opportunity for the board to vote and to  
2 execute a contract, if that's the will of the  
3 board, or will it be too late in two weeks?

4 MR. HOLESKO: We'll confirm.

5 MR. TOPP: Yeah.

6 MR. HOLESKO: I don't know the answer to that  
7 today. There's no expiration date listed in the  
8 agreement right now --

9 MR. DOUGLAS: Okay.

10 MR. HOLESKO: -- but we want to verify that in  
11 writing with them.

12 MR. DOUGLAS: Okay.

13 MR. TOPP: Right.

14 MS. LIOTTA: So it's essentially not even a  
15 firm offer if there's no expiration at any point.

16 CHAIRMAN LUDLOW: Can you guys hear  
17 everything? Because it seems like we're not  
18 talking loud enough today.

19 MR. TOPP: I can't hear from that end when --  
20 when Ms. Liotta.

21 MS. LIOTTA: Well, if it doesn't a firm window  
22 that we know we can rely on till when it expires,  
23 it -- I would -- I would suggest staying in close  
24 communication, because arguably they could  
25 terminate it whenever they want to.

1           MR. TOPP: Right. Yeah, we'll -- we'll get  
2 back to them. I know that our -- that the  
3 consultants have been talking to them, so --

4           MR. DOUGLAS: And a special meeting is always  
5 available --

6           MR. TOPP: Yeah.

7           MR. DOUGLAS: -- if absolutely necessary.

8           MR. TOPP: Right.

9           CHAIRMAN LUDLOW: I -- I think that's  
10 wonderful. So, you have open door, get us the  
11 information with legal and Passero, and we'll be  
12 ready and we'll discuss it at the workshop. Good.  
13 Thank you.

14          MR. TOPP: Thank you.

15          CHAIRMAN LUDLOW: It's major, major, major.

16                           ED DIRECTOR JOB DESCRIPTION

17          CHAIRMAN LUDLOW: Okay. Next on the agenda is  
18 the -- I always want to call it ED because it  
19 doesn't have a period, an E period, executive  
20 director job description.

21          MR. TOPP: Sorry.

22          CHAIRMAN LUDLOW: So, they don't -- the  
23 audience doesn't have the job description here.  
24 So, I guess, Jaime, you are the one that would need  
25 to address this.

1           MR. TOPP: Well, all I said was that in the  
2 last meeting, we talked about we would get the  
3 fine-tuned job description. So I took the existing  
4 old job description and then I took some job  
5 descriptions from Naples, Boca, and a few other  
6 airports that are similar to us, and then we  
7 combined it, I ran it through the HR department,  
8 and then this is the final draft here. The only  
9 thing that I -- I -- well, it's there.

10           CHAIRMAN LUDLOW: Bye, Henry. Thank you.

11           MR. TOPP: Yeah, that's it. So, you know, to  
12 look at it. It kind of gives you an idea of what  
13 we do every day --

14           CHAIRMAN LUDLOW: So one, two --

15           MR. TOPP: -- on a day-in-and-day-out basis.

16           MR. OLSON: It looks pretty comprehensive.

17           CHAIRMAN LUDLOW: Pardon?

18           MR. OLSON: It looks pretty comprehensive.

19           CHAIRMAN LUDLOW: Yes, it does.

20           MR. OLSON: It seems to have covered --

21           CHAIRMAN LUDLOW: And it's very good. I'm  
22 sorry we don't have one for the audience because  
23 this --

24           MR. TOPP: It's posted -- it's posted on the  
25 web.

1           CHAIRMAN LUDLOW: Oh, it is? Okay. You  
2 really -- you know, you do every bit of this now.

3           MR. TOPP: Yes, ma'am.

4           CHAIRMAN LUDLOW: Yes.

5           MR. TOPP: Except the airline thing.

6           CHAIRMAN LUDLOW: Oh. Yeah, plus the airline,  
7 plus mitigation, plus everything else. That's why  
8 I'd like to see you stay another two years or at  
9 least six months. I -- I just worry about us  
10 getting behind the ball, you know, dropping the  
11 ball, if we don't -- well, if this is what -- okay.  
12 We do have the job description and it is very  
13 comprehensive.

14           MR. TOPP: And it's the tool that -- that  
15 Michelle and Ms. Liotta were talking about having  
16 to be able to take it to the next --

17           CHAIRMAN LUDLOW: Right.

18           MR. TOPP: -- step.

19           And I think that Andrew at the last meeting  
20 made a really good point. To use ADK or any other  
21 organization, rather than -- and if we're going to  
22 go to the Florida Aviation Council, the National  
23 Aviation Council, any of those people, that's who  
24 ADK uses. In fact, I got an e-mail from FAC.  
25 They're looking for a new chairman of the board --

1 director for the Florida Aviation Council --

2 CHAIRMAN LUDLOW: Uh-huh.

3 MR. TOPP: -- and they're using ADK to find  
4 it --

5 CHAIRMAN LUDLOW: Wow.

6 MR. TOPP: -- right? So -- yeah.

7 CHAIRMAN LUDLOW: Well, I agree this is the  
8 first step, because I have people contacting me,  
9 you know, saying, oh, we want to know more about  
10 this, we want to know more about this.

11 MR. TOPP: Right.

12 CHAIRMAN LUDLOW: So I think this is --

13 MR. TOPP: So if you-all decide --

14 MS. CASH-CHAPMAN: I have a quick question,  
15 though.

16 MR. TOPP: Go ahead.

17 MS. CASH-CHAPMAN: Just a quick -- so, and  
18 this might not be necessary that we want or need,  
19 but any job description that I have ever created  
20 for jobs, I've always put at the bottom of key  
21 responsibilities or duties, something to the effect  
22 of "all other duties as assigned by" just to kind  
23 of cover us as a board.

24 CHAIRMAN LUDLOW: Uh-huh.

25 MS. CASH-CHAPMAN: I'm just not seeing -- and

1 maybe I'm just not reading the wording properly.

2 MR. TOPP: Well, wouldn't that be in the  
3 agreement with the person?

4 MS. CASH-CHAPMAN: Well, yes. But I think  
5 it's helpful just to have one little thing. And it  
6 can even be with board integration.

7 MR. TOPP: Yeah.

8 MS. CASH-CHAPMAN: Just to say "all duties as  
9 assigned by or as directed by the board." Just so  
10 we're covered in a sense of --

11 MS. LIOTTA: That's, yeah, pretty normal  
12 boiler --

13 MS. CASH-CHAPMAN: Yeah.

14 CHAIRMAN LUDLOW: I think -- I agree.

15 MS. CASH-CHAPMAN: I mean, I do think it's  
16 really in depth, but just having that extra  
17 verbiage in there kind of protects us if we say,  
18 "We need you to do X," and they say, "That's not in  
19 my job description." So it just gives us  
20 something --

21 MR. TOPP: We'll add it.

22 CHAIRMAN LUDLOW: I totally agree.

23 MS. LIOTTA: Yeah. My -- in looking through  
24 this, I only have like one tiny little edit that  
25 I'd like to see, and that's in essential duties and

1           responsibilities, the last one, Number 10, the last  
2           sentence says "Participate in board discussions and  
3           meetings." I would modify that say, "as directed  
4           by the board."

5           Because there may be some situations where the  
6           Authority's meeting separately from the director  
7           and it would be rare, but it could happen and  
8           there -- I don't think there should be a situation  
9           where the Authority's in an argument over, "That's  
10          in my job description; you have to let me in this  
11          meeting." It's -- it's tech -- it's a  
12          technicality --

13          CHAIRMAN LUDLOW: The board's supposed to be  
14          boss --

15          MS. LIOTTA: Yeah.

16          CHAIRMAN LUDLOW: -- really, yes.

17          MR. TOPP: So what do you want to put in  
18          there?

19          MS. LIOTTA: Just add to that -- at the end of  
20          that sentence.

21          MS. CASH-CHAPMAN: "As directed by the board."

22          MR. DOUGLAS: Comma, "as directed by the  
23          board."

24          CHAIRMAN LUDLOW: Yes.

25          MR. TOPP: So 11, or add it to the end of that

1 sentence?

2 MS. CASH-CHAPMAN: Just right at the end of  
3 the sentence, just a comma instead of a period.

4 MR. TOPP: You got it.

5 CHAIRMAN LUDLOW: Very good. One -- I think  
6 we have made great progress today.

7 MR. TOPP: Uh-huh.

8 CHAIRMAN LUDLOW: Wow. That's -- we really  
9 are doing good. So is this on our web page that  
10 anybody can look --

11 MR. TOPP: Yes. I'll make the change, too --

12 CHAIRMAN LUDLOW: Okay.

13 MR. TOPP: -- that we just made today.

14 CHAIRMAN LUDLOW: So I would like to encourage  
15 you all and myself to look up the NFRA web page.  
16 It's hard enough for me to -- to look at the  
17 airport computer. Now I have to look up to see  
18 when all my meetings are and what day.

19 MR. TOPP: Yeah, there's a board -- we are  
20 about a month and a half, maybe sooner, with  
21 changing the website. I will -- I hopefully will  
22 have a draft to present you-all maybe at the next  
23 workshop, but most likely at the subsequent  
24 workshop. I don't want to tie up a board meeting  
25 with it because there's really no board other than,

1           hey, we like it or we don't.

2           CHAIRMAN LUDLOW:  I -- I totally -- it's  
3           another thing to have to look up.  It's another  
4           thing that, you know, has been a hindrance to the  
5           board and to the tenants staying in touch with each  
6           other.  And if you can get that cleared up, which  
7           you've already cleared up so many things --

8           MR. TOPP:  Yes, what we did was, and I think I  
9           mentioned this in the past, there's -- if you --  
10          our goal is to have no menu go more than three --

11          CHAIRMAN LUDLOW:  Yes.  Okay.

12          MR. TOPP:  -- right?  Now, there's -- you can  
13          go 25 deep in this -- in our website right now.  
14          And -- and you're actually, when you land on the  
15          web -- the thought process is when you land on the  
16          website, there'll be -- commercial tenants, all  
17          those people will be directed to another page --

18          CHAIRMAN LUDLOW:  Uh-huh, uh-huh.

19          MR. TOPP:  -- and people that want to know  
20          about St. Augustine or anything, services that  
21          might be charter, that kind of thing, will go to a  
22          different place.

23          CHAIRMAN LUDLOW:  Right.

24          MR. TOPP:  So if you want to do business with  
25          the airport, come over here.

1 CHAIRMAN LUDLOW: Right.

2 MR. CLARKE: One quick question. I -- I'm  
3 getting ahead of myself, but Aerosimple, doesn't  
4 have that a tenant-facing side --

5 MR. TOPP: Yes, it does.

6 MR. CLARKE: -- they can interact.

7 MR. TOPP: And we can --

8 MR. CLARKE: Okay. That's perfect.

9 MR. TOPP: -- connect that. We're going to  
10 talk about Aerosimple in a little bit.

11 MR. CLARKE: Okay. Good.

12 MR. TOPP: But yes, absolutely, there's a link  
13 that would be, if you clicked on a link on the  
14 website, it will take you into that tenant --

15 MR. CLARKE: Okay. So it's as much of a  
16 community-facing --

17 MR. TOPP: Correct.

18 MR. CLARKE: -- program. Okay.

19 CHAIRMAN LUDLOW: And --

20 MR. TOPP: By the way, speaking of community,  
21 if you want to spread the word in your Thursday  
22 night meetings and that kind of thing, the tenant  
23 appreciation event we're going to have this Friday  
24 from 11:00 to 2:00, right --

25 MR. PITTMAN: Right.

1           MR. TOPP: -- it's been moved, effective this  
2 morning, to the terminal. Because we're worried  
3 about Thursday's going to be quite a bit of rain  
4 and we don't know if it's going to go -- and also  
5 we have 150 to 160 people who have responded --

6           CHAIRMAN LUDLOW: Yes.

7           MR. TOPP: -- okay? So you're all invited.  
8 It's going to be burgers and hotdogs and --

9           CHAIRMAN LUDLOW: So we are going to have it  
10 Friday 11:00 to 2:00 here.

11          MR. TOPP: At the terminal.

12          CHAIRMAN LUDLOW: At the terminal. Oh. Well,  
13 that's even --

14          MR. TOPP: It will be inside, air conditioned.

15          CHAIRMAN LUDLOW: Yes.

16          MR. TOPP: You know, you can sit down, have a  
17 bathroom there.

18          CHAIRMAN LUDLOW: Yes.

19          MR. CLARKE: Get to use it for something.

20          MR. TOPP: And the cooking will be done  
21 outside and --

22          CHAIRMAN LUDLOW: Right. We get to -- like  
23 Dennis said, we get to use it for something.

24          MR. TOPP: There you go.

25          CHAIRMAN LUDLOW: Yes. Wow. Instead of

1 the -- well, we do have the Wings n' Wheels coming  
2 up Father's Day.

3 MR. TOPP: And the jets that came in from the  
4 Navy, they used it. They used it.

5 CHAIRMAN LUDLOW: Good. I know. And all the  
6 board can attest to this, when they come in, we  
7 start getting calls --

8 MR. TOPP: That's right.

9 CHAIRMAN LUDLOW: -- with all that noise.

10 MR. TOPP: Well, the last call that I got when  
11 we had the jets here and she called from Vilano,  
12 she said, "What's all that noise? What's all that  
13 noise?" And I said, "Ma'am, that is the sound of  
14 freedom."

15 MR. OLSON: Is that the event that we spring  
16 the higher rents on the tenants?

17 CHAIRMAN LUDLOW: Okay. Them's fighting  
18 words.

19 MS. LIOTTA: Too soon?

20 CHAIRMAN LUDLOW: Yeah, them's fighting words.  
21 Don't even.

22 MR. PITTMAN: The higher rates?

23 MR. OLSON: I hope those are --

24 MR. TOPP: Oh, you know, that's a good idea.

25 MR. OLSON: I hope those are good burgers.

1           MR. TOPP:  Would you like to -- would you like  
2 to volunteer to spring that?

3           MR. OLSON:  Oh, I think that's our executive  
4 director's job.

5           MR. TOPP:  Are you extending my period here?

6           MR. PITTMAN:  This is getting good.

7           CHAIRMAN LUDLOW:  Yeah.

8           MR. CLARKE:  It's not in the job description.

9           MR. TOPP:  Do I have a motion to extend my  
10 time?

11          CHAIRMAN LUDLOW:  Yeah, right on.  Jack, I'm  
12 sorry, I kind of forgot you.  We were going to talk  
13 about -- did you want to talk about the mitigation  
14 part?

15          MR. GORMAN:  So I'd like to bring up with the  
16 board another discussion with mitigation because  
17 it's never going to end.  The previous mitigation  
18 efforts, where those mitigation credits were  
19 assigned, how they were -- how they came about,  
20 and --

21          CHAIRMAN LUDLOW:  You would know.  You  
22 probably did it.

23          MR. GORMAN:  -- this is really for Andrew  
24 because I -- in other words, whether freshwater and  
25 saltwater, just to kind of go through all that that

1 I've been through myself and where they can be  
2 assigned and then the zones that are available for  
3 mitigation. In other words, so the board has an  
4 even more clear understanding of this mitigation  
5 thing because it just goes on and on.

6 CHAIRMAN LUDLOW: Were you on the board when  
7 we --

8 MR. GORMAN: Yes --

9 CHAIRMAN LUDLOW: I thought so.

10 MR. GORMAN: -- I was on the board when we  
11 spent a lot of money.

12 CHAIRMAN LUDLOW: Yeah, I thought so.

13 MR. GORMAN: And I -- we'll go into all  
14 that -- if I could have the floor for just a little  
15 bit; I won't be long -- and then Andrew will then  
16 sort it out.

17 CHAIRMAN LUDLOW: Good. No, I -- that's  
18 wonderful. I mean --

19 MR. GORMAN: Could you put that on a -- on a  
20 meeting agenda or something?

21 MR. TOPP: Yes.

22 CHAIRMAN LUDLOW: It's like a whole new world  
23 now --

24 MR. GORMAN: Yeah --

25 CHAIRMAN LUDLOW: -- than it was then.

1           MR. GORMAN: -- you can't do a thing without  
2 mitigation. He's already been through that.

3           CHAIRMAN LUDLOW: Ah, it is really. And thank  
4 you. And we appreciate your contribution.

5           MR. GORMAN: Well, just -- it will be a short  
6 discussion, but it will be --

7           CHAIRMAN LUDLOW: We wouldn't have some of  
8 these trees out here if it weren't for Jack Gorman  
9 when he was on the board.

10          MR. GORMAN: Tree hugger.

11          CHAIRMAN LUDLOW: Okay. Thank you, Jack.

12                 So, we are having it, a tenant appreciation,  
13 since we bring in most of the money and we -- and  
14 I'm really happy. The tenant appreciation at the  
15 terminal 11:00 to 2:00. So we can't go to Henry  
16 Dean's sand scape.

17          MR. TOPP: That's right. Sorry.

18          CHAIRMAN LUDLOW: Okay. Thank you. I'm  
19 really really happy about that. I lost my place  
20 there.

21                 Okay. Job description, I would pass it -- I  
22 should have made copies for everybody because it is  
23 very very comprehensive. And we're very lucky to  
24 have Jaime here, I'm telling you. So new business  
25 items?

1 MS. LIOTTA: Before we move on, do we -- with  
2 a couple of the items that were suggested for --  
3 for addition, do we need to vote to adopt this and  
4 to then -- because I think the next step would be  
5 to find places to -- or at least maybe put it on  
6 the agenda for the workshop to discuss the timeline  
7 now that we have a job description? Like what are  
8 we doing with it?

9 CHAIRMAN LUDLOW: Oh.

10 MS. LIOTTA: Because I think everyone's pretty  
11 happy with the job description. So, thank you for  
12 all the work that went into it. But now it's -- I  
13 think we need to work on next steps and I don't  
14 think we're ready to --

15 CHAIRMAN LUDLOW: Well, I don't want our  
16 workshops to go three hours, either, you know.

17 MS. LIOTTA: We --

18 MS. CASH-CHAPMAN: I don't think we have  
19 anything to discuss as far as the job description  
20 itself.

21 So, also maybe if we could adopt the job  
22 description now, knowing that the next time we talk  
23 about this, we've got this piece done. So our next  
24 step at the workshop would be, are we agreeing on,  
25 you know, firms or whatever. I think that's what

1 Jennifer's getting at.

2 CHAIRMAN LUDLOW: I don't think we should  
3 adopt the job description right now. I mean --

4 MS. LIOTTA: Why not?

5 CHAIRMAN LUDLOW: We -- well, because we just  
6 got it.

7 MS. LIOTTA: But we have all reviewed it.

8 CHAIRMAN LUDLOW: So -- well, I'm sorry, I'm  
9 working, too, so I can't say I've seen every word.  
10 I'd like to see more -- I have -- I definitely have  
11 not read it.

12 You know, this -- this is like anything that  
13 comes before the board. We should not vote on it  
14 until everybody's had time to -- to read the whole  
15 thing and digest it. So I suggest we bring it up  
16 at the workshop.

17 MS. LIOTTA: Well, I -- this is a little bit  
18 an uncomfortable thing to say, but I -- I do feel  
19 this way, so I'm just going to go ahead and say it.  
20 And I think, with all due respect --

21 CHAIRMAN LUDLOW: We're all aware.

22 MS. LIOTTA: -- to the good work that Jaime's  
23 been doing --

24 CHAIRMAN LUDLOW: Uh-huh.

25 MS. LIOTTA: -- it's very clear that you

1 definitely want him to stay. And I'm concerned  
2 about efforts to slow down this process which the  
3 board has committed to because potentially you're  
4 wanting Jaime to stay. I don't see a reason --

5 CHAIRMAN LUDLOW: Well, you have the same  
6 right --

7 MS. LIOTTA: -- why we can't --

8 CHAIRMAN LUDLOW: -- because you don't want  
9 him to stay. So, I mean, we just --

10 MS. LIOTTA: I --

11 CHAIRMAN LUDLOW: -- blank each other out.

12 MS. LIOTTA: What I want is for the -- for the  
13 search to happen.

14 CHAIRMAN LUDLOW: Uh-huh.

15 MS. LIOTTA: I have also said that I'm  
16 completely supportive of Jaime staying in the  
17 running. But I don't believe that any one board  
18 member should be -- have the right to determine the  
19 timing. I think it should be a matter of  
20 discussion and agreement and be a -- be an upfront  
21 decision-making process that everybody's involved  
22 with.

23 CHAIRMAN LUDLOW: Thank you for your opinion.  
24 Would you like -- anyone else like to express their  
25 opinion?

1           MS. CASH-CHAPMAN: I just think -- I think  
2           that what we're getting at is that because there  
3           are so many pieces to this puzzle to get us to the  
4           point where we can even post the job, that if we  
5           vote on this one aspect now, we're one step closer  
6           to getting those puzzle pieces sorted out.

7           And so, when we move forward -- you know, we  
8           have so many other discussions to have about even  
9           before we can post the job description, that I  
10          think the concern is if we don't vote on this  
11          today, that we're pushing it another month.

12          Because even if we discuss it at the next  
13          workshop, we can't vote on it again until the  
14          following meeting. So I think that's where the --  
15          where we're coming from as far as a timeline is  
16          concerned.

17          MS. LIOTTA: So --

18          CHAIRMAN LUDLOW: Well --

19          MS. LIOTTA: -- if -- if -- or if yourself or  
20          other board members are not comfortable with the  
21          way it's -- you know, having had a time to review  
22          it, what I would suggest so that we don't lose time  
23          is that we be prepared at the next board meeting to  
24          not only vote on the job description, but also the  
25          timeline so we will then just catch up.

1           CHAIRMAN LUDLOW: Okay. Well, you guys know  
2 how I feel about it. I -- this is -- this is  
3 exactly what happened with our last search. The  
4 board was not notified of everything. So until  
5 I've read this, I -- I would not vote on it at all.  
6 And I don't think we -- I don't think we should be  
7 made to vote on it.

8           MS. LIOTTA: I can appreciate that --

9           CHAIRMAN LUDLOW: So may I ask you --

10          MS. LIOTTA: -- and I've suggested that we  
11 could --

12          CHAIRMAN LUDLOW: You did, thank you.

13          MS. LIOTTA: We could have a whole other month  
14 for everybody to read this.

15          CHAIRMAN LUDLOW: That's good.

16          MS. LIOTTA: I just don't want to see it --

17          CHAIRMAN LUDLOW: This is the first time we've  
18 seen this.

19                 You know, it's just like bringing anything to  
20 the board. A financial statement and you put in  
21 front of you? No, I'm -- I mean, I have some  
22 thoughts and things that I'd like to add on here.  
23 I mean, I've had two airport managers already  
24 contact me, so, you know, I know what they want.  
25 Bob, do you have any discussion?

1           MR. OLSON: Well, all I know is that it came  
2 out. It's a list. It was very easy to study. And  
3 we -- so, that's -- that's my thought. I'm --  
4 I'm -- I'm prepared to --

5           CHAIRMAN LUDLOW: Accept this as it is?  
6 Accept this job description?

7           MR. OLSON: Yes.

8           MS. CASH-CHAPMAN: You know, we could always  
9 add a line in there that says the job description,  
10 you know, could be changed at any time so that we  
11 can further discuss it later if we need to, but we  
12 have something to kind of get the ball rolling.

13          MR. OLSON: Yeah.

14          MS. CASH-CHAPMAN: You know, just because we  
15 vote yes on it now doesn't mean it's -- it's set in  
16 stone for life. We might come back in two months  
17 and say, well, that was silly of us, why didn't we  
18 add this or why didn't we do this, let's -- let's  
19 reevaluate that now.

20          CHAIRMAN LUDLOW: Well, I think you guys are  
21 doing me an injustice. So, Charlie,  
22 Robert's Rules, what's next?

23          MR. DOUGLAS: It's up to the board.

24          CHAIRMAN LUDLOW: We're -- we're voicing our  
25 opinion.

1           MR. DOUGLAS:  If -- if the board -- if the  
2 majority of the board would like to adopt it or not  
3 adopt it tonight or at a later meeting, but it  
4 is -- this is your hire and the board needs to have  
5 a job description for your hire.

6           CHAIRMAN LUDLOW:  Of course.

7           MR. DOUGLAS:  That simple.

8           CHAIRMAN LUDLOW:  Yeah.

9           MR. DOUGLAS:  You know, if -- if it's the will  
10 of the board to do it tonight, that's fine, but it  
11 would need be to be later --

12          CHAIRMAN LUDLOW:  Yeah.

13          MR. DOUGLAS:  -- for sure.

14          CHAIRMAN LUDLOW:  Oh, we definitely wanted  
15 one.  In fact, you know, I see so many things on  
16 here just glancing at it.  But I haven't had time  
17 to read it.  I mean, I might not want these  
18 requirements in here, you know.

19                 And I don't want to get where we were last  
20 time, where the board was not informed of  
21 everything.  To this day, I have not seen the  
22 application and --

23          MS. CASH-CHAPMAN:  We're not --

24          CHAIRMAN LUDLOW:  -- I've asked for it --

25          MS. CASH-CHAPMAN:  -- doing this again.  Can

1 we just figure out where we are now instead of --

2 CHAIRMAN LUDLOW: Okay. I suggest --

3 MS. CASH-CHAPMAN: -- rehashing the same thing  
4 I've said repeatedly for months and months?

5 CHAIRMAN LUDLOW: I suggest we go over this at  
6 the workshop.

7 MS. CASH-CHAPMAN: Okay.

8 MR. CLARKE: I'm okay with that.

9 MS. LIOTTA: Well, I'll just re -- it is -- I  
10 think that's fine. I think we can -- this -- this  
11 can be adopted. We can have a timeline. There's  
12 no reason for this to be -- end up be being a delay  
13 over a job description that can be amended in the  
14 future anyway. If you want more time to look at  
15 it, I see no reason to -- to let everybody have  
16 additional time.

17 It is how -- I just would like to say that it  
18 is my recollection and understanding that the board  
19 has already voted on doing this search. So it's  
20 not a matter of if we're doing the search. We are  
21 doing the search. We voted on it. And I think we  
22 need to -- we need to proceed without undue haste,  
23 but also without undue delay.

24 CHAIRMAN LUDLOW: So our attorney and  
25 Robert's Rules, what -- what does --

1 MR. DOUGLAS: The board --

2 CHAIRMAN LUDLOW: What can the chairman  
3 dictate on this?

4 MR. DOUGLAS: The chairman can dictate the  
5 agenda. It's -- it is on the agenda. And if a  
6 board member chooses to make a motion and another  
7 board member seconds it, then there can be a vote.

8 CHAIRMAN LUDLOW: So -- so chairman can't, you  
9 know, really do anything --

10 MR. CLARKE: I'd like to make a suggestion if  
11 we defer this to another meeting, I'd also like to  
12 see this accompanied by a compensation survey.

13 CHAIRMAN LUDLOW: Ah. Fantastic. Why would  
14 we --

15 MR. CLARKE: And have some --

16 CHAIRMAN LUDLOW: -- have a job description --

17 MR. CLARKE: Perhaps some representative --

18 MS. LIOTTA: I see those as separate --

19 MR. CLARKE: -- you know, job descriptions --

20 MS. LIOTTA: -- parallel issues.

21 MR. CLARKE: -- from --

22 MR. TOPP: I'm sorry, Dennis, what did you  
23 say, sir?

24 MR. CLARKE: I'd like to see some  
25 representative job descriptions from some other

1 airports, perhaps in Florida or nearby, that are --  
2 would be considered peer to us.

3 MR. TOPP: Yeah, that's what we used to put  
4 this together.

5 MS. LIOTTA: Could -- could --

6 MR. CLARKE: You know, maybe just two or  
7 three. But I think a -- I think a compensation  
8 survey would be warranted to give us, as our  
9 chairman has stated, more complete information.

10 MS. LIOTTA: So I agree it's good to get  
11 compensation data. It's something that we  
12 identified as being in need for the second round to  
13 have a more informed salary range.

14 I'll note that there is no salary posted on  
15 this job description, which I think was the right  
16 thing to do. But I think working on that as a  
17 separate issue and parallel makes a lot of sense.

18 I definitely don't think we should wait to do  
19 that much. And I don't know if the HR consulting  
20 people that we -- that I know the Authority's been  
21 working with would potentially be able to pull  
22 that, find some recent comps, I guess, from --

23 MR. TOPP: Sure.

24 MS. LIOTTA: -- more recent postings that's  
25 have been made.

1           MR. TOPP: I have that information from all of  
2 the other comparable airports.

3           MS. LIOTTA: So I think that might be  
4 something that would actually be a good thing to  
5 make this a discussion point. Whether we adopt  
6 this job description now or not is if we want to  
7 make the choice of putting a salary range  
8 potentially once we have more -- more information.

9           CHAIRMAN LUDLOW: I --

10          MR. CLARKE: Well, I think it's going to be  
11 important for -- you know, I mean, we're -- we're  
12 halfway through our fiscal year and budget time is  
13 coming up. So if we're going to budget for this,  
14 you know, for the next fiscal year, I think it's --  
15 that's going to be important.

16          CHAIRMAN LUDLOW: And I think that's what the  
17 workshop is for, to -- to work all of these things  
18 out.

19          MS. CASH-CHAPMAN: But I agree with -- with  
20 Mrs. Liotta that I think that they're two -- again,  
21 what I said before, they're kind of like pieces of  
22 a puzzle to get us to a point where we can post.  
23 This is kind of step one for that.

24          So I would like to make a motion to adopt the  
25 job description with the amendments that we had

1 recommended before, as well as putting a line in  
2 there that says the job description can be changed  
3 at any time by the board.

4 CHAIRMAN LUDLOW: Is that proper, Charlie?

5 MR. DOUGLAS: And just to recap those other  
6 two amendments, one was the -- the end of  
7 Paragraph 10, a comma, "as directed by the board."

8 CHAIRMAN LUDLOW: Right.

9 MR. DOUGLAS: And then another bullet point  
10 item that the -- "as further amended by the board"  
11 or --

12 MS. CASH-CHAPMAN: "All other duties as  
13 assigned --"

14 MS. LIOTTA: "All other duties as assigned --"

15 MR. DOUGLAS: The other duties --

16 MS. CASH-CHAPMAN: "-- at the direction of the  
17 board."

18 MR. DOUGLAS: Thank you. I just want for --  
19 for clarity sake exactly what was in your motion.

20 CHAIRMAN LUDLOW: Good. Okay. And thank you.

21 So we have a motion to accept this job  
22 description with the added changes with a motion.  
23 Do I hear a second?

24 MS. LIOTTA: I'll second.

25 MR. DOUGLAS: Public comment.



1 they'll be a contract CFO.

2 MS. LIOTTA: I --

3 MR. OLSON: Go ahead.

4 MS. LIOTTA: So, yeah, this is -- I guess  
5 I'd -- I'd like to hear a little bit more about the  
6 scope of the services because, in my mind, when I  
7 hear internal -- like the issue that the auditors  
8 found was internal controls, which is not in my  
9 mind the exact -- the same thing as what a CFO  
10 does. A CFO is, you know, more strategic financial  
11 planning, helping put together things like  
12 financing vehicles --

13 MR. TOPP: Yeah.

14 MS. LIOTTA: It's a -- it's a -- whereas  
15 financial controls is, you know, a really -- it's  
16 more of a blocking and tackling --

17 MR. TOPP: Right.

18 MS. LIOTTA: -- like technical sort of  
19 engagement. So I'm trying to -- trying to  
20 understand what --

21 MR. TOPP: Yeah, it's a misnomer for the  
22 contract CFO. They do a lot more than that. You  
23 know, right now we have two people on the staff.

24 We're aware of some of the issues we've had,  
25 and unfortunately one of those is a CPA that we

1           have on the staff. And then that particular --  
2           what'll happen is the contract firm will come in  
3           and not only just do CFO things, they will go  
4           through our chart of accounts, just the way we do  
5           things, to avoid these problems going forward.

6           CHAIRMAN LUDLOW: It is sorely needed. I  
7           thought we had agreed we needed a CFO.

8           MR. OLSON: A couple of --

9           MR. CLARKE: Just to clarify the --

10          MR. TOPP: Mr. Clarke can kind of, you know,  
11          embellish on this.

12          MR. CLARKE: Yeah, I was just going to clarify  
13          for -- you know, for Ms. Liotta's edification, that  
14          the CFO is responsible for all financial matters,  
15          including the -- the certifying that the internal  
16          controls are in place. I mean, that is the CFO's  
17          primary job under the federal audit standards  
18          and -- and GAAP. I mean, it's -- they have -- they  
19          have responsibility for everything.

20          And it's our -- the way we're set up right now  
21          is -- is just inadequate. The accounting system,  
22          the administrative procedures, the work flows that  
23          are being followed are -- we're growing, but -- and  
24          we need to catch those up internally. So --

25          MR. TOPP: And the reporting.

1           MR. CLARKE: -- we need -- we need the  
2 services of a seasoned experienced person that has  
3 broad-based knowledge not only of our industry, but  
4 of accounting and administrative matters in  
5 general.

6           MR. OLSON: Madam Chairman --

7           MR. CLARKE: And particularly long-range  
8 planning. That's -- that's really where we need  
9 it.

10          MR. OLSON: I --

11          CHAIRMAN LUDLOW: And I -- it's really a coup  
12 to have it be a contract CFO so we're not biting  
13 into a year or two salary increase with --

14          MR. CLARKE: Yeah, and it's their -- their  
15 arrangement. And they're local, by the way.

16          CHAIRMAN LUDLOW: Yes.

17          MR. CLARKE: They're located in  
18 St. Johns County. And their -- their deal is that  
19 if we don't like them, we can just part ways. We  
20 don't --

21          MR. OLSON: Okay. I have a couple of  
22 questions. Because I haven't seen their -- the two  
23 propose -- we have two proposals or we've received  
24 two proposals?

25          MR. TOPP: We only have received one from the

1 first one.

2 MR. OLSON: Okay.

3 MR. TOPP: That's why --

4 MR. OLSON: Does this --

5 MR. TOPP: -- these are hot --

6 MR. OLSON: Does this --

7 MR. TOPP: Excuse me. These are hot links.

8 MR. OLSON: Okay.

9 MR. TOPP: You can click on them and it will  
10 take you right to their website.

11 MR. OLSON: Okay. But my question's a -- is  
12 this a retainer arrangement --

13 MR. TOPP: Yes.

14 MR. OLSON: -- so there's a monthly charge?  
15 And what would -- what is the an -- what would be  
16 the annualized cost of having this firm?

17 MR. TOPP: It depends on how much time it  
18 would take. They were saying around 12 hours for  
19 the retainer and --

20 MR. OLSON: Retainer plus time, I assume.

21 MR. TOPP: Well, it's the retainer against --  
22 the time against that retainer. Just like an  
23 attorney.

24 MR. OLSON: Well, what -- what -- if we're  
25 creating a budget for the next fiscal year, what

1 would we have the amount be for this -- for this  
2 activity?

3 MR. TOPP: Don't know until they do the  
4 analysis.

5 MR. OLSON: Okay. Does this -- has this firm  
6 had good experience --

7 MR. TOPP: Yes, airport --

8 MR. OLSON: Do they represent experienced --  
9 I'm not -- I've not finished my question.

10 MR. TOPP: Yeah, sorry. Go ahead.

11 MR. OLSON: Experience with public agency  
12 work?

13 MR. TOPP: Yes.

14 MR. OLSON: Okay. So governmental public  
15 agency work.

16 MR. TOPP: Yes, and airports.

17 MR. CLARKE: Nonprofits. Not-for-profits.

18 MR. OLSON: Okay. I looked at some of the  
19 scope of work, and they seem to be -- it seem -- a  
20 lot of it seems to be information that we have  
21 already: Expenses in various categories, operating  
22 expenses and revenues.

23 Are they -- I don't understand why -- because  
24 what someone else just said, I thought we needed  
25 more strategic support. In fact, there's a case

1           that I think can be made that we really need a FA  
2           firm, a financial adviser firm, to come in and take  
3           on the two things we talked about in this meeting  
4           in support of how we can use our resources to be  
5           able to commit to the mitigation credits at the  
6           same time we're trying to use our resources to  
7           build this high-priority next phase of T-hangars.

8           MR. CLARKE: We would need them as well.

9           CHAIRMAN LUDLOW: But --

10          MR. CLARKE: The -- a financial advisory firm  
11          is not going to come in and do a top-to-bottom  
12          review of our accounting and financial  
13          administration.

14          You know, we -- we need to -- we need to get  
15          our internal house in order before we call in a  
16          financial adviser to help us -- advise us on how we  
17          can secure long-term financing for the -- to fund  
18          the various projects that we're contemplating.

19          CHAIRMAN LUDLOW: We're not ready for --

20          MR. OLSON: Wow. Things are that bad, huh?

21          MR. CLARKE: Well, no, you can ask -- and  
22          Ms. Liotta will tell you. They recently took  
23          their -- their company public. And, you know, tell  
24          us how many advisers were involved --

25          MR. OLSON: Oh, that's --

1 MR. CLARKE: -- during that process. You  
2 know, we're -- we're about in the same --

3 MR. OLSON: Are we as complex as Volato? I  
4 don't think so, but --

5 CHAIRMAN LUDLOW: Well, this is --

6 MS. LIOTTA: Well, it's a different animal  
7 altogether.

8 MR. CLARKE: Well, it is and it isn't.

9 CHAIRMAN LUDLOW: This is just the accounting.  
10 Yes, we need -- I mean, this is just the  
11 accounting, it's not the --

12 MR. CLARKE: Not just accounting. It's  
13 accounting, it's financial administration, records  
14 administration, contract administration, tenant,  
15 you know, relationships, managing assets. It's --  
16 it's not -- it's not just debits and credits and  
17 simple --

18 MR. OLSON: Does this take the place of a  
19 staff person?

20 MR. TOPP: Yes.

21 MR. OLSON: A current staff person?

22 MR. TOPP: Yes.

23 MR. OLSON: So we would not have a, whatever  
24 we call it now, accountant --

25 MR. TOPP: Well, we would --

1 MR. OLSON: -- and staff -- on staff.

2 CHAIRMAN LUDLOW: But this is contract.

3 MR. OLSON: Yeah, I understand. I just want  
4 to understand --

5 MR. CLARKE: The marginal cost to have  
6 somebody come in and do this based on some other,  
7 you know, but -- Jaime Topp and I have gone through  
8 and he'll be going through in more detail looking  
9 at some costs that are -- are necessary.

10 I'm pretty convinced that we can essentially  
11 offset the cost of bringing in a financial adviser.  
12 It's going to be a lot of upfront money, but it's  
13 going to taper off to maybe several hours a month  
14 after the -- the initial analysis is performed.  
15 But, you know, it's -- it's something that's long  
16 overdue, in my opinion. I've been saying it for  
17 even before I got on this board.

18 MS. LIOTTA: Well, it sounds to me, this is  
19 consistent with what I've heard in the past, is  
20 that, you know, current processes, infrastructure,  
21 whatever you want to call it, is -- is -- is --  
22 needs some work --

23 CHAIRMAN LUDLOW: Deficient.

24 MS. LIOTTA: -- put it that way.

25 And so, I would -- I would not be surprised if

1           there would be a project to come in, have someone  
2           like, okay, well, here's -- here's where you need  
3           to -- to redo this or do this differently and have  
4           that -- and that be a more intense upfront thing  
5           with a -- with like more of a glide path going  
6           forward.

7           I'm completely unsurprised and I think it --  
8           it -- as our auditor said earlier, it was a  
9           material weakness not because any of the mistakes  
10          that were big, but that a big mistake might be  
11          made.

12          MR. TOPP: Right.

13          MS. LIOTTA: So that could still happen if we  
14          don't improve processes. So I'm generally  
15          supportive of this, but as -- you know, it's --  
16          it's -- there's no contract to actually sign off on  
17          right now, so I think that we're just kind of  
18          discussing this. But I would like to see --

19          MR. TOPP: I have a contract from the one firm  
20          already that I'll -- I'll socialize with y'all.

21          MR. OLSON: But I -- if the con -- if the --  
22          if this is a commitment for costs above the  
23          authorized amount for executive director --

24          MR. TOPP: Yeah, for right now, it's not.

25          MR. OLSON: -- it has to come back to us --

1 MR. TOPP: Right now, it's not.

2 MR. OLSON: Well --

3 MR. TOPP: Yeah.

4 CHAIRMAN LUDLOW: But this is the only area  
5 that has actually not been cleaned up by Jaime,  
6 because he's really, you know, taken care of so  
7 many things, you know, that needed to be taken care  
8 of.

9 This, we have known from the beginning. Just  
10 like the wait list, this accounting, we've known.  
11 And you, Bob, for sure, going through all of these  
12 accounting, you know it needs some work.

13 MR. OLSON: Well, I do, but this is not any  
14 more complex than my career. Part of my career was  
15 directing -- being executive director of two  
16 governmental special purpose authorities doing  
17 projects and we --

18 CHAIRMAN LUDLOW: I don't think that was in  
19 the job description.

20 MR. OLSON: -- we had a financial person on  
21 staff, okay? So we had -- we had a finance person  
22 on staff.

23 But I'm not sure -- you know, using an outside  
24 firm, you're not, you know, building long-term  
25 staff capacity. But if it's -- the only

1           justification I can think of, if it's -- if it's  
2           less of a hit on our budget to do it this way, but  
3           we still have to think we're not building long-term  
4           staff capacity, we're using a firm, outside firm  
5           for this, and -- well, I'm -- that's just my -- my  
6           thinking.

7           I don't have -- I'm not opposed to it; other  
8           just -- it just doesn't seem -- I'm just hoping  
9           we've looked at all alternatives and that we're  
10          careful as to how -- how we use this, what our  
11          expectations are. Because, again, I don't think  
12          the total financial activity of our Authority is  
13          necessarily that complex. It's -- it's --

14                 CHAIRMAN LUDLOW: It isn't, but --

15                 MR. OLSON: But it has to be in order.

16                 MS. LIOTTA: Right. So it may be -- I think,  
17          to Mr. Topp's point, it could be that we don't know  
18          exactly what the cost is going to be because maybe  
19          we don't know exactly how far back in time. I  
20          mean, it may not be an incredibly complex --

21                 MR. TOPP: No.

22                 MS. LIOTTA: -- operation -- well, I won't --  
23          I won't opine one way or the other on that. But  
24          even if it is more of a simple operation, if you've  
25          got a long history meaning we need to -- depending

1 on how far, the scope of the project could increase  
2 just because of that, just sheer number of records  
3 and things. So, yeah --

4 CHAIRMAN LUDLOW: Well, they --

5 MS. LIOTTA: -- I think it'll -- the good news  
6 is it's -- it's, you know, fix it once.

7 MR. OLSON: Okay.

8 MS. CASH-CHAPMAN: I have a quick question.  
9 What happens to the person that has this job in our  
10 current staff? Are we repurposing that person for  
11 a different role or are they --

12 CHAIRMAN LUDLOW: They get guidance.

13 MS. CASH-CHAPMAN: -- leaving or -- so we're  
14 having two people do the job?

15 MR. TOPP: No. I can't talk about it.

16 MS. CASH-CHAPMAN: Okay.

17 CHAIRMAN LUDLOW: Okay. I -- it's been  
18 needed -- need -- this has been needed for a long  
19 time.

20 MR. TOPP: I think I can clear this up. There  
21 are going to be some changes that I'm committed to  
22 making for various reasons that we all know about  
23 that you were advised about by Jeremy -- I mean  
24 Jeremiah Blocker.

25 MS. CASH-CHAPMAN: Yeah.

1           MR. TOPP: In the process, we will have  
2 someone that's a CPA, and this person, this outside  
3 firm, will come in and spend whatever time it takes  
4 to yank a knot in the chain, all right, and get it  
5 where it needs to be. And then most likely, we can  
6 move forward with very little outside needs --

7           MS. CASH-CHAPMAN: Okay. Thank you.

8           MR. TOPP: -- okay?

9           MR. OLSON: Okay.

10          CHAIRMAN LUDLOW: Thank you. So --

11          MR. TOPP: We'll have to pull this trigger  
12 tomorrow.

13          CHAIRMAN LUDLOW: So do we need to vote for  
14 him to go ahead -- to open the door for him to go  
15 ahead and investigate?

16          MR. DOUGLAS: Was there a number of hours? I  
17 thought you said 12 hours at --

18          MR. TOPP: Yeah, 12 hours --

19          MR. DOUGLAS: -- was the initial investment?

20          MR. TOPP: -- and it's 350, was it?

21          MR. CLARKE: 300.

22          MR. TOPP: 300 --

23          MR. CLARKE: Yeah.

24          MR. TOPP: -- correct?

25          CHAIRMAN LUDLOW: Uh-huh.

1 MR. CLARKE: Yeah, that's the initial --

2 MR. TOPP: Go ahead, Mr. Clarke.

3 CHAIRMAN LUDLOW: Well, the initial's going to  
4 be the longest part, too.

5 MR. OLSON: I think --

6 MR. TOPP: Do you have something?

7 MR. CLARKE: I think within -- within having  
8 this -- having the person on board that we're --  
9 you know, we spoke to, and we -- both Jaime and I  
10 have interviewed both firms, spent some  
11 considerable time with them. Within two weeks,  
12 we're going -- we're going to know the --

13 MR. TOPP: Scope.

14 MR. CLARKE: -- scope of our -- of our needs.

15 I'm -- I'm really confident that we can -- you  
16 know, we can get things squared away with the --  
17 with the existing system that we have.

18 Now remember, it's -- we have 20 years of  
19 history, but it's not necessarily representative of  
20 the way the airport is managed or -- or it  
21 operates.

22 An accounting system, as any accountant will  
23 tell you, should mirror the operation of the  
24 organization, and ours does not. It's that simply  
25 put. But it -- it can be fixed. And if it can't,

1           then -- then we'll -- we're going to know, you  
2           know, within a short time period, and then we  
3           can -- he'll -- Jaime will be able to come back to  
4           the board and say that we have a bigger problem  
5           than we think we do. I personally don't think it's  
6           that --

7           MR. TOPP: It will be nine months at the  
8           current rate, what they charge of 12 hours a month,  
9           before I reach the threshold of what I can spend.

10           So the idea is to get there in six months and  
11           report back and say, well, we would maybe hire a  
12           full-time guy or gal -- or woman or man, sorry --  
13           and move forward.

14           But it's not -- it's just -- it's one more  
15           thing, one more frog that's jumped out that I need  
16           to deal with, okay? And I'm just making -- as a  
17           courtesy, making y'all aware this is the direction  
18           we're headed.

19           MS. LIOTTA: Appreciate -- appreciate the  
20           information, but it does sound like something this  
21           is within the spending authority that does not need  
22           additional approvals at this time.

23           MR. TOPP: That's correct.

24           CHAIRMAN LUDLOW: Okay. Thank you. So we  
25           don't need to approve the 12 weeks or the -- okay.

1 MR. TOPP: Okay?

2 CHAIRMAN LUDLOW: Okay. Thank you.

3 MR. TOPP: Sure.

4 STAFF REPORT

5 CHAIRMAN LUDLOW: Now we get to staff reports.

6 MR. TOPP: Right. I'll try to make this as  
7 fast as I can.

8 CHAIRMAN LUDLOW: Yes.

9 MR. TOPP: We did the employee -- Aerosimple,  
10 y'all came up with some very good points the last  
11 time we had -- we talked about this. And I've got  
12 a link here, which there's a video. I would  
13 appreciate if y'all would take the time to click on  
14 it and watch it. It's something -- this is no  
15 different than what we were just talking about and  
16 it's something that we really need.

17 And essentially, it's an asset database.  
18 Always accessible. It's called SaaS, which is  
19 software as a service. There's no -- I think  
20 Ms. Liotta's aware of that, because it's no  
21 different than -- what do you call it?

22 MS. LIOTTA: It just means that the computer  
23 code, we don't have a copy, it sits in the cloud --

24 MR. TOPP: It sits in the cloud.

25 MS. LIOTTA: -- and we get the use --

1 MR. TOPP: And it's Amazon --

2 MS. LIOTTA: -- of the software.

3 MR. TOPP: Yeah, it runs through Amazon.

4 They're already doing business with 82 airports  
5 including Jacksonville, the aviation authority.

6 And one of the things that wags my tail is the  
7 full Part 139 documentation creation that when the  
8 inspector comes in, instead of him leafing through  
9 a book, we can hand him by code the -- the 139  
10 requirements, here's 12 months from the last time  
11 you were here, everything you need.

12 And then what's important about this, too, is  
13 that everybody, whether they have a phone or an  
14 iPad, that's on staff, can as they're -- they can  
15 track everything as they're driving around. So if  
16 they -- if they happen to be doing -- we do  
17 inspections every day, right?

18 MR. PITTMAN: Correct.

19 MR. TOPP: On the field and evening  
20 inspections three times a week, right?

21 MR. PITTMAN: Correct.

22 MR. TOPP: And as they're driving around, if  
23 there's a work order that has been accomplished or  
24 it's not finished or if there's a question, it will  
25 actually as they drive, because it's geo-faced --

1           you know, being a pilot, I love this kind of stuff,  
2           right? As they drive, it will come up and it will  
3           say, 20 meters, there's a work order for this  
4           light, or 20 meters for this sign. You know, is it  
5           done? Whatever.

6                        So there's so much involved that it makes the  
7           job great for the people and makes -- it's just an  
8           outstanding operation.

9                        MS. LIOTTA: Well, I appreciate all the time  
10          you've spent working on this. It does look like  
11          something that could save staff a lot of time and  
12          bring recordkeeping out of the papyrus era.

13                      MR. TOPP: You know all of those books by that  
14          book shelf there?

15                      MS. LIOTTA: Right. But --

16                      MR. TOPP: -- they're going to go away.

17                      MS. LIOTTA: -- I do have like -- just  
18          probably would be good to get like a couple of  
19          follow-up questions from them. I just keep  
20          circling back to the security. Paper is annoying,  
21          but it's also really secure.

22                      MR. TOPP: Right.

23                      MS. LIOTTA: And so, it does look like they're  
24          used to working with airports, all that. Do they  
25          escrow soft -- software?

1           MR. TOPP: No, there's no -- because if they  
2 go out of business tomorrow, all the -- there --  
3 that -- it's in the cloud, the whole thing.

4           MS. LIOTTA: No, that's where it -- that's  
5 where it sits.

6           MR. TOPP: Yes.

7           MS. LIOTTA: It's just somebody else's  
8 computer. But as far as ownership of the code and  
9 the ability to use the program --

10          MR. TOPP: The program? I don't think so.

11          MS. LIOTTA: -- if we don't have rights to the  
12 soft -- if -- if we can't buy from them anymore  
13 because they went defunct --

14          MR. TOPP: I think the way they explained it  
15 to us is that we would continue to be able to use  
16 it through the Am- -- it's -- it's Amazon, wasn't  
17 it?

18          MR. PITTMAN: That's correct.

19                 And to add to that, another thing he gave us  
20 as an option for a backup is you can do a monthly,  
21 where you take it out in this compressed PDF that  
22 we can put into our files. So that way, even if it  
23 were to go out, we do have a hard copy --

24          MS. LIOTTA: Well, that's our --

25          MR. PITTMAN: -- of our individual records.

1 MS. LIOTTA: Yeah, that's the data --

2 MR. PITTMAN: Yes.

3 MS. LIOTTA: -- and the data belongs to us.

4 MR. PITTMAN: Right.

5 MS. LIOTTA: But as far as the ability to have  
6 the value of their service --

7 MR. PITTMAN: Yes, ma'am.

8 MS. LIOTTA: -- like if that -- that's  
9 usually -- that's where the software escrow comes  
10 in as like a fail-safe. If they are no longer a  
11 business, then we as a customer would have the  
12 right to potentially maybe do a one-time payment or  
13 something --

14 MR. TOPP: We'll to them --

15 MS. LIOTTA: -- but then we could get a  
16 copy --

17 MR. TOPP: -- about the escrow.

18 MS. LIOTTA: -- of the software and run that  
19 copy ourselves so that we could have continuity.

20 MR. TOPP: I asked him about the escrow and he  
21 goes we don't need it. So I'll find out why he  
22 said --

23 MR. PITTMAN: Yeah.

24 MR. TOPP: All right.

25 MS. LIOTTA: It's a different -- I think he

1 answered a different question than what you asked,  
2 is what it sounds like.

3 MR. CLARKE: Then we -- we would have then  
4 take over the maintenance of it. So we would have  
5 to have somebody that was familiar with the code it  
6 was written in.

7 MS. LIOTTA: It would --

8 MR. CLARKE: Wouldn't that be correct?

9 MS. LIOTTA: Yeah, and then that would be  
10 another question of like, what is it -- what's it  
11 written in? It sounds like it's pretty modern --

12 MR. TOPP: Yeah, because it's an app -- it's  
13 an application that lives with us.

14 MS. LIOTTA: But it would be -- it would be --  
15 it would be a pretty unlikely scenario. But, yes,  
16 if we ended up in that kind of a scenario where we  
17 get a copy of the software, then we would be  
18 responsible for maintaining it ourselves and we  
19 would have to do all of that and we'd have to make  
20 the decision then.

21 But if we don't have rights to the software to  
22 get a copy for our own use, it's a moot point.  
23 It's just we may be able to get our data out, but  
24 then we -- we -- we wouldn't be able to have  
25 functionality ever again.

1           MR. TOPP: He says it's the software as a  
2 service. There's no need for software escrow.  
3 That was his answer.

4           MS. LIOTTA: He's wrong.

5           MS. CASH-CHAPMAN: Do you think maybe -- would  
6 it be maybe helpful, because it sounds like  
7 Jennifer has some really specific questions, if she  
8 maybe wrote or e-mailed you specifically the  
9 verbiage that she's looking for?

10          MR. TOPP: Sure. Do so.

11          MS. CASH-CHAPMAN: And that way --

12          MS. LIOTTA: Yeah, yeah. I guess -- I guess  
13 the question is, in the scenario where they are out  
14 of business, how would --

15          MR. TOPP: Do we --

16          MS. LIOTTA: -- their customers be --

17          MR. TOPP: -- continue to use the app?

18          MS. LIOTTA: -- continue to have access to  
19 the -- to the software? If escrow is not the  
20 mechanism, maybe that's because there's some other  
21 mechanism and we just don't understand what that  
22 is.

23          MR. TOPP: Okay. Yeah, send me a note,  
24 please --

25          MS. LIOTTA: Okay.

1           MR. TOPP: -- and I'll get you an answer back  
2 right away. Okay.

3           CHAIRMAN LUDLOW: Okay.

4           MR. TOPP: But we want to move forward from  
5 that as soon as you-all are comfortable. I really  
6 hate to wait another month.

7           The plan for execution on this is that we will  
8 use Jake to be trained, along with our employees,  
9 and he'll be our internal conversion individual,  
10 all right? And we move forward.

11          MS. LIOTTA: Great. Do you -- do you have --

12          CHAIRMAN LUDLOW: Jack, thank you for coming.

13          MS. LIOTTA: Do you have any kind of initial  
14 thoughts of is this going to require like a big  
15 project to put historical data into this platform  
16 or is it a go-forward-only kind of a thing?

17          MR. TOPP: It's interesting you asked that. I  
18 had already checked, and the main and the most  
19 important historical data is the map and where  
20 every little sign and every lightbulb and every  
21 blah, blah, blah has to be. And Mr. Andrew has  
22 already said that he has it in the format that they  
23 need. So it's just forklift right in.

24          So anyway, we're sitting on "G" waiting for  
25 "o". So you just have to, you know, send me that

1 and I'll get you a response and we'll go from  
2 there. And again, this is below my threshold as  
3 well, but we'll just -- you know, again, just want  
4 you-all to know --

5 CHAIRMAN LUDLOW: Thank you.

6 MR. TOPP: -- it's that much easier if you do  
7 replace me --

8 CHAIRMAN LUDLOW: Yes.

9 MR. TOPP: -- that somebody else will be able  
10 to pick up the ball and run with it, all right?

11 CHAIRMAN LUDLOW: Yes.

12 MR. TOPP: Okay. Any other questions on that?

13 Please -- please click on the link and take a  
14 minute and watch the video. It's -- they put a lot  
15 to -- and what's -- there's testimonials from  
16 airport people what it does for them. It's good.

17 The incidents. 3/25, we all know about that  
18 incident, about the Mooney that went in on our  
19 property. The result of that obviously was the  
20 fatality of two individuals. The airplane was  
21 pulled away. The challenge now is that, lo and  
22 behold, two days after the incident, EPA showed up  
23 and said, hey, you've got 30 days to clean all of  
24 that fuel out of the dirt.

25 CHAIRMAN LUDLOW: Oh.

1 MR. TOPP: So --

2 MR. CLARKE: 27 --

3 MR. TOPP: -- that's 10,000.

4 CHAIRMAN LUDLOW: So did he get \$70 or 70  
5 gallons?

6 MR. TOPP: \$70.

7 CHAIRMAN LUDLOW: \$70 but -- and there was no  
8 fire.

9 MR. TOPP: No fire.

10 CHAIRMAN LUDLOW: But that it did leak into  
11 the ground, so now it's our liability.

12 MR. TOPP: Well, I think that -- that -- and  
13 by the way, we've already talked to our insurance  
14 company, but the problem is that our deductible  
15 is --

16 MR. OLSON: I didn't know that would be our  
17 issue.

18 MR. TOPP: -- more than what it's going to  
19 cost to do it.

20 CHAIRMAN LUDLOW: It's our property.

21 MR. CLARKE: Can't we subrogate against their  
22 insurance company?

23 MR. TOPP: Yeah, we're gonna -- we'll -- we'll  
24 do all that. And -- but anyway, I just want to  
25 make you aware that I've already -- I talked to

1 Mr. Blocker. He said go -- you know, obviously  
2 this is an emergency and it's \$10,000 anyway.

3 MR. OLSON: So you're talking -- are you  
4 talking about the -- the fatal mishap off our  
5 airport or are you talking about --

6 MR. TOPP: It's on our -- it's on our  
7 property.

8 MR. OLSON: Oh, I --

9 MR. CLARKE: He crashed on our property --

10 MR. OLSON: Oh.

11 MR. CLARKE: -- on this side of U.S. 1.

12 MR. OLSON: Oh, okay. I -- that's -- I was  
13 not --

14 MR. TOPP: That's why the EPA showed up.

15 MR. OLSON: Oh, okay. I was not aware of  
16 that.

17 CHAIRMAN LUDLOW: Yeah, it's way down there,  
18 but it's still --

19 MR. OLSON: Oh, wow.

20 CHAIRMAN LUDLOW: -- our property.

21 MR. OLSON: Oh, wow, okay.

22 MR. TOPP: Basically across from my house,  
23 which is a little scary.

24 CHAIRMAN LUDLOW: Right.

25 MR. OLSON: Okay.

1           MR. TOPP: So, anyway, that's that, just to  
2 let you know about it.

3           And then 7171 Romeo is Mr. Solano's Baron that  
4 had a gear failure upon landing. The gear wouldn't  
5 come down. There was a total electrical failure.  
6 They cranked it down, but since there was no  
7 electronics in the airplane at the time, they  
8 tell -- couldn't get a green light that the gear  
9 was down.

10           So obviously it wasn't cranked all the way  
11 down and they landed, one folded and then the other  
12 and the nose gear folded. And the FAA came out the  
13 next day and, you know, it's an incident. And it  
14 took out one of our signs.

15           CHAIRMAN LUDLOW: 15 minutes on two new  
16 engines.

17           MR. TOPP: New engines and new avionics.  
18 Brand new.

19           CHAIRMAN LUDLOW: Bad --

20           MR. TOPP: On his 40-year-old baby. Because  
21 he's had that plane since it was new.

22           CHAIRMAN LUDLOW: But he -- but it was I was  
23 going to say a perfect outcome. All he did is  
24 slide off, so he --

25           MR. CLARKE: Nobody got hurt.

1           CHAIRMAN LUDLOW: -- he didn't -- nobody got  
2 hurt, right.

3           MR. TOPP: Nobody got hurt.

4           CHAIRMAN LUDLOW: Thank you. I'm glad to see  
5 that in our report. I would have thought Courtney  
6 was --

7           MR. TOPP: We had one more. We had a flat  
8 tire yesterday, right, or Friday?

9           MR. PITTMAN: It was Friday.

10          MR. TOPP: Friday.

11          MR. PITTMAN: Friday was a flat tire.

12          MR. TOPP: Yeah, but that was no big deal,  
13 according to Mr. -- our friends over there at  
14 Rivkin.

15          CHAIRMAN LUDLOW: Grant opportunity?

16          MR. TOPP: Yeah, we've already talked about  
17 that. I brought it up. And I should have  
18 something by the workshop of a really good outline.  
19 And I think it will assuage a lot of the fears that  
20 we have about how we're going to fund all of these  
21 things. Because there's money coming from several  
22 different directions, not just FDOT and not just  
23 FAA. I'm just waiting for confirmation on that.  
24 So I'll have that information hopefully this week  
25 and -- or as late as next week.

1           CHAIRMAN LUDLOW: Good.

2           MR. TOPP: The next thing is --

3           CHAIRMAN LUDLOW: Joyce?

4           MR. TOPP: Yeah, Joyce. Do you want to talk  
5 about them just a little bit, Charlie? The -- the  
6 John Joyce and --

7           MR. DOUGLAS: Other than, you know, the  
8 attorneys are --

9           CHAIRMAN LUDLOW: This is --

10          MR. DOUGLAS: -- in communication --

11          CHAIRMAN LUDLOW: -- about the hotel?

12          MR. TOPP: Yeah.

13          MR. DOUGLAS: Yes. Mr. Blocker did brief me  
14 on that, that there's communication going on with  
15 the other attorney, and we're just waiting to hear  
16 back from them at this point. But you may have  
17 some additional to add to that.

18          MR. TOPP: The only additional thing is I --  
19 we were hoping -- Mr. Olson and I worked pretty  
20 hard on vetting a bunch of appraisers and we picked  
21 one.

22                 The appraiser sent me a note the middle of  
23 last week that we should have it by Friday, but  
24 obviously that time has come and gone. So  
25 hopefully in the next day or so, we'll have the

1 appraisal.

2 Then we'll give that appraisal immediately to  
3 Mr. Joyce and the board, you know, we'll send it to  
4 everybody. And that will give us a good read -- a  
5 good number on where we want to be as far as  
6 charging for the land, what it's worth.

7 CHAIRMAN LUDLOW: They better not be dragging  
8 their feet, as hard as they worked to get here.

9 MR. TOPP: Yeah.

10 CHAIRMAN LUDLOW: I'm telling you, they worked  
11 for years.

12 MR. TOPP: It's going to be -- it's going to  
13 be more than he expected to pay, I'm sure.

14 CHAIRMAN LUDLOW: Well, everything is.

15 MR. TOPP: Yeah.

16 CHAIRMAN LUDLOW: So --

17 MR. TOPP: Yeah. What is it --

18 CHAIRMAN LUDLOW: -- you know, but it's not  
19 going to get any better, so might as well --

20 MR. TOPP: Mr. Olson, the Gate paid what, 750  
21 an acre?

22 MR. OLSON: I don't have those figures right  
23 in front of me --

24 MR. TOPP: Yeah, I think it was --

25 MR. OLSON: -- so I hate to --

1           MR. TOPP: -- 750 an acre, three acres, for  
2 dirt.

3           MR. OLSON: -- I hate to confirm or -- but  
4 there is evidence all around the -- I can't say  
5 metro area of St. Augustine, the village of  
6 St. Augustine or whatever, that the arterial roads  
7 coming in and out of the city like -- are U.S. 1,  
8 207, U.S. 1 South.

9           I was very interested in seeing current land  
10 lease prices and sales prices, and I found a -- one  
11 example is a three-acre frontage on 207 about a  
12 mile and a half in from I-95 -- I-95, yeah, one  
13 acre is valued on the assessor's books at just  
14 under a million dollars. They're a piece of land  
15 development-ready.

16           And the annual lease payments are -- the  
17 broker was very -- I was surprised, was very good  
18 to tell me the lease had been -- been done, the  
19 land lease, long-term land lease. I believe it was  
20 120,000. And this is one acre. One acre. And it  
21 was for a Starbucks --

22           MR. CLARKE: 275 a square foot.

23           MR. OLSON: 275? 275 what?

24           MR. CLARKE: Per square foot.

25           MR. OLSON: Is what?

1 MR. CLARKE: 120,000 a year.

2 MR. OLSON: Oh, yeah, okay.

3 MR. CLARKE: Divided by 43,560 --

4 MR. OLSON: Yeah.

5 MR. CLARKE: 275.

6 MR. OLSON: But we have a tract that we're in  
7 the process of offering of just under 10 acres. So  
8 that's -- if -- if -- and I'm not saying we're  
9 equivalent to the 207 acreage, but it's got a lot  
10 of similar characteristics.

11 And that would -- if we could do that kind of  
12 land lease for our almost 10 acres, some of the  
13 things we talked about in this meeting today would  
14 be a lot easier to handle. So it's important from  
15 that standpoint.

16 MS. LIOTTA: And I'm not an expert in this  
17 and.

18 MR. CLARKE: Should have --

19 MS. LIOTTA: -- I know we're bringing in  
20 professionals for all sorts of things, but I do  
21 wonder if having --

22 MR. OLSON: No, no.

23 MS. LIOTTA: -- consultants come in or a real  
24 estate agent maybe who's really knowledgeable about  
25 these things, if the deal -- because my -- sorry.

1 Spit it out, Jennifer.

2 Concessions could be very valuable, you know,  
3 as a portion of restaurant or whatever, you know,  
4 may be more valuable than just the square footage.  
5 But I don't know --

6 MR. OLSON: Yeah.

7 MS. LIOTTA: -- how these things work. But  
8 I'd hate to see the airport leave anything on the  
9 table.

10 MR. OLSON: It could be -- that could be, but  
11 one of our needs is to --

12 CHAIRMAN LUDLOW: This isn't just between you  
13 two.

14 MR. OLSON: Oh, I'm sorry. One of our needs  
15 is to have certain and almost immediate and certain  
16 revenue streams to issue debt or bonds. That's --  
17 that's what -- I mean, that would be ideal.

18 So the other forms of remuneration from these  
19 leases may be good, but -- and may be very  
20 appropriate in many ways, but we need definite  
21 revenue streams in order to do serious financing of  
22 expansion, is my view on this.

23 CHAIRMAN LUDLOW: Thank you, Jaime. Anything  
24 else?

25 MR. TOPP: Not on that, no.

1           CHAIRMAN LUDLOW: Okay. Well, who's going to  
2 do Chad?

3           MR. TOPP: Chad? The Solano land lease, it's  
4 essentially done. We should have that in the next  
5 few days.

6           CHAIRMAN LUDLOW: Yeah, I was comparing it to  
7 the Volato land lease.

8           MR. TOPP: No, it's a lot easier. Yeah. And  
9 the Gun Club, I think I mentioned that earlier.  
10 Didn't I talk about that? Yeah.

11          MR. CLARKE: Yeah.

12          CHAIRMAN LUDLOW: Yeah, you did, yes.

13          MR. TOPP: That I think they're -- they  
14 were -- I guess Chad said that when he was talking  
15 to the attorney for the Gun Club and when he told  
16 him about the credits that had to be purchased and  
17 the value thereof, there was silence for a few  
18 minutes. It took them aback. They had no idea,  
19 you know. So, anyway, that's it for me.

20          CHAIRMAN LUDLOW: Okay. Thank you.  
21 All right.

22          MR. TOPP: Public comment.

23                         PUBLIC COMMENT - GENERAL

24          CHAIRMAN LUDLOW: Public comment. Does  
25 anybody in -- in the audience like to have anything

1 to say?

2 (None.)

3 CHAIRMAN LUDLOW: Gosh, I wish that was full.

4 Would you like to introduce yourself or --

5 REPORTER: Oh, no, no. No worries.

6 CHAIRMAN LUDLOW: Okay.

7 REPORTER: Again, I'm just a reporter, yeah.

8 CHAIRMAN LUDLOW: Okay. He's with  
9 Jacksonville Business Journal, and we're happy to  
10 have you when you're getting positive information.  
11 So -- okay.

12 MEMBER COMMENTS AND REPORTS

13 CHAIRMAN LUDLOW: So Authority members  
14 comments and reports.

15 Michelle, do you have anything?

16 MS. CASH-CHAPMAN: Nothing to report.

17 CHAIRMAN LUDLOW: Nothing to report? Dennis?

18 MR. CLARKE: Nothing.

19 CHAIRMAN LUDLOW: Nothing to report.

20 Jennifer?

21 MS. LIOTTA: Nothing to report.

22 CHAIRMAN LUDLOW: Nothing to report. Reba,  
23 TPO meeting is Thursday. And I'll talk to both --  
24 have then -- have staff talk to you about that.  
25 And, Bob, economic development?

1           MR. OLSON: No, I -- I don't have anything to  
2 report right now and I'm not sure if anyone -- does  
3 anyone know when the next quarterly Economic  
4 Development breakfast is?

5           CHAIRMAN LUDLOW: No, I haven't looked at it  
6 yet.

7           MR. OLSON: I don't know if it's been  
8 announced. I normally see that so... Okay.

9           CHAIRMAN LUDLOW: But we'll get it. Okay.  
10 Thank you.

11           With nothing else on the agenda -- I -- I  
12 would like to say one thing. I just went over this  
13 with our attorney, and it's from Firethon --  
14 Firethorn Trust. And it's saying that they  
15 received my payment. And it came to my not  
16 North Florida account, and they received my  
17 payment. So probably they want me to click in  
18 there and see what it's all about, and Charlie said  
19 it was spam.

20           MR. DOUGLAS: If I could add, Madam Chairman.  
21 You know, in these longer listservs, there -- there  
22 has been an uptick in fraud committed against  
23 public institutions, committed by foreign actors.

24           And to Mr. Olson's earlier point about  
25 expectations of this contract CFO and Ms. Liotta's

1 point about security for this program software, I  
2 think, from a lawyer's standpoint, and in light of  
3 these emails that are coming in to these email  
4 domains, that the time for heightened vigilance is  
5 now on all the fraud that can come in so many  
6 different ways.

7 MS. LIOTTA: Yeah, don't click on anything.

8 CHAIRMAN LUDLOW: Thank you. I know I didn't  
9 do it. No other comment, I think we will adjourn.  
10 Okay. Very good meeting. Thank you. Meeting  
11 adjourned.

12 (Meeting adjourned at 6:10 p.m.)

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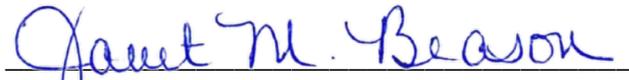
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REPORTER'S CERTIFICATE

STATE OF FLORIDA        )  
COUNTY OF ST. JOHNS    )

I, JANET M. BEASON, FPR-C, 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 29th day of April, 2024.

  
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JANET M. BEASON, FPR-C, RMR, CRR

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E R R A T A S H E E T

RE: Airport Regular Board Meeting 4-8-24

PAGE LINE CORRECTIONS AND REASONS THEREFORE

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DOUGLAS: [36]</b> 31/12 31/15 33/4 33/12 65/10 65/12 65/16 66/3 66/7 66/18 67/3 69/18 69/21 70/9 70/12 71/4 71/7 76/22 90/23 91/1 91/7 91/9 91/13 93/1 93/4 96/5 96/9 96/15 96/18 96/25 110/16 110/19 126/7 126/10 126/13 133/20</p> <p><b>MR. GORMAN: [12]</b> 68/15 68/19 82/15 82/23 83/8 83/10 83/13 83/19 83/24 84/1 84/5 84/10</p> <p><b>MR. HOLESKO: [48]</b> 47/19 47/23 48/2 50/9 50/12 50/24 51/5 51/17 52/9 52/17 52/20 52/22 53/3 53/6 53/9 53/12 53/14 53/16 53/20 53/24 54/2 54/5 55/3 55/12 55/20 56/1 56/3 56/10 56/12 57/1 57/4</p>	<p>57/19 57/21 58/2 58/12 59/24 60/1 60/6 60/12 60/18 60/21 61/2 61/6 61/11 61/14 70/4 70/6 70/10</p> <p><b>MR. OLSON: [159]</b> <b>MR. PITTMAN: [27]</b> 12/19 13/24 14/7 14/12 14/15 14/19 14/24 15/4 15/6 15/10 15/13 16/19 19/4 19/23 79/25 81/22 82/6 114/18 114/21 116/18 116/25 117/2 117/4 117/7 117/23 125/9 125/11</p> <p><b>MR. TOPP: [277]</b> <b>MR. ZEICHNER: [13]</b> 21/18 21/24 22/1 22/4 25/2 26/18 26/23 27/1 27/18 29/17 29/21 30/15 32/6</p> <p><b>MS. 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<p><b>A</b></p> <p><b>abstain [4]</b> 69/3 69/4 69/5 69/8</p> <p><b>accept [8]</b> 4/3 22/11 29/18 30/19 31/24 90/5 90/6 96/21</p> <p><b>acceptable [1]</b> 58/17</p> <p><b>acceptance [2]</b> 23/9 29/15</p> <p><b>accepted [3]</b> 24/19 24/22 97/14</p> <p><b>access [3]</b> 6/5 50/21 119/18</p> <p><b>accessible [1]</b> 113/18</p> <p><b>accompanied [1]</b> 93/12</p> <p><b>accomplished [1]</b> 114/23</p> <p><b>accordance [1]</b> 24/18</p> <p><b>according [2]</b> 16/7 125/13</p> <p><b>account [2]</b> 43/19 133/16</p> <p><b>accountant [3]</b> 29/12 104/24 111/22</p> <p><b>accounting [11]</b> 24/19 99/21 100/4 103/12 104/9 104/11 104/12 104/13 107/10 107/12 111/22</p> <p><b>accounts [1]</b> 99/4</p> <p><b>accurately [1]</b> 23/19</p> <p><b>acknowledge [1]</b> 19/6</p> <p><b>acquisition [1]</b> 10/9</p> <p><b>acre [7]</b> 10/12 127/21 128/1 128/11 128/13 128/20 128/20</p> <p><b>acreage [1]</b> 129/9</p> <p><b>acres [9]</b> 10/11 33/19 40/2 42/10 52/4 52/6 128/1 129/7 129/12</p> <p><b>across 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