

In the Matter of:

St. Johns County Airport Authority

BUDGET MEETING

October 13, 2025



3940 Lewis Speedway, Suite 2102
St Augustine, FL 32084
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ST. JOHNS COUNTY AIRPORT AUTHORITY

Budget Meeting

held in The Conference Center Meeting Room

4730 Casa Cola Way

St. Augustine, Florida

on Monday, October 13, 2025

from 5:10 p.m. to 7:17 p.m.

* * * * *

BOARD MEMBERS PRESENT:

NICK PRIMROSE, CHAIRMAN
MICHELLE CASH-CHAPMAN, SECRETARY-TREASURER
JENNIFER LIOTTA
GERALD DEDGE
MARIO DIPOLA

* * * * *

ALSO PRESENT:

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

CHRISTOPHER A. WALKER, ESQUIRE, and JEFFREY W. KEMPF,
ESQUIRE, Lippes Mathias, LLP, 10151 Deerwood Park
Boulevard, Suite 300, Jacksonville, Florida, 32256,
General Counsel for Airport Authority.

COURTNEY PITTMAN, Interim Executive Director.

* * * * *

JANET M. BEASON, RPR, RMR, CRR
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1 P R O C E E D I N G S

2 CHAIRMAN PRIMROSE: Okay. I really don't want
3 to use the gavel. So it's 5:10. So we will now
4 call the -- do we have -- oh, I should have looked
5 over. You're the most important person in the room
6 right now, so...

7 All right. So we will call to order the
8 budget meeting for Monday, October 13th. This is
9 the first public hearing for the upcoming FY2025-26
10 budget.

11 We will start with opening remarks. Actually,
12 let's -- we'll start with public comment first I
13 guess on the -- on this. So, any public comment on
14 the budget? Yes, please, sir. Just from your
15 chair is fine. You don't even have to stand up.

16 PUBLIC COMMENTS

17 MR. GORMAN: Just -- just one.

18 About 10 or 11 years ago, this airport got off
19 the ad valorem tax rolls; in other words, there was
20 no taxation of the county -- the county's residents
21 for their -- the airport. And I'm hoping that
22 whatever budget you come up to, that keeps the
23 county off of the ad valorem taxes. That's the
24 long and short.

25 CHAIRMAN PRIMROSE: Okay. Thank you, sir.

1 Any -- anybody else?

2 (None.)

3 OPENING REMARKS

4 CHAIRMAN PRIMROSE: All right. No other
5 public comment, we'll open it for opening remarks
6 from the board members, and I'd like to give
7 deference to either Ms. Cashman [sic] or Ms. Liotta
8 to -- if you've got any remarks.

9 MS. LIOTTA: Yes. I -- I'm concerned about
10 increases that are based on statements about
11 safety, and especially concerned because of -- of
12 the last budget year we just rolled out of, we had
13 anticipated income that ended up not happening. So
14 not only were we over our -- our budget on a number
15 of items last year, we were having a shortfall in
16 expected revenue.

17 So I think we're -- we're in a bit of a crunch
18 and I think we should be careful about increasing
19 expenditures without really good detailed basis.

20 CHAIRMAN PRIMROSE: Thank you.
21 Ms. Cash-Chapman.

22 MS. CASH-CHAPMAN: I think it's also important
23 to notice as we go through this, and I'm sure our
24 staff will fill us in as we go, the budget that was
25 prepared last year was done mostly from an outside

1 company and some of those numbers, I think we found
2 as the year went on were pulled from places they
3 perhaps should not have been pulled from.

4 And so, some of our -- our differences are
5 going to look a lot bigger than they kind of should
6 had our budget been prepared properly the first
7 time last year. But I think that they've put
8 together a great budget for us to go through and
9 pick through.

10 CHAIRMAN PRIMROSE: To the newest board
11 members, any just opening remarks? And we can get
12 into more detailed questions if you have as we go
13 through it, but just opening.

14 MR. DIPOLA: I had quite a few concerns.

15 Particularly, staffing costs went from
16 1.4 million to 2 million, and that's a pretty large
17 increase in the budget. Now, I understand our
18 projected is going to be 1.67 or something. So
19 what we're actually going to spend this year might
20 be a little higher.

21 I asked Mr. Pittman about it, and I guess a
22 lot of that is investment into future so that we
23 can get more grant writers and things, so it would
24 be an investment for the future. But basically,
25 roughly a 40 percent increase in staffing budget

1 is -- just seems a little bit excessive.

2 And our operating -- our net operating before
3 depreciation and grants, I think went from budgeted
4 one point -- almost one and a half million last
5 year to like 800,000 this year, which I don't want
6 to be grant-reliant. So that -- that's a big
7 concern. And I don't anticipate grants will be so
8 large in the future as they were for the last
9 administration.

10 So, I -- I do very much appreciate that we're
11 keeping the millage at nothing, that's what we
12 ought to do, but I do have a couple of concerns
13 with the budget.

14 CHAIRMAN PRIMROSE: Okay.

15 MR. DIPOLA: I have a couple of others, too,
16 but I'll yield for now.

17 CHAIRMAN PRIMROSE: Okay.

18 MS. LIOTTA: I -- I think one important point,
19 especially with the payroll, is it is my
20 understanding at the last meeting where we had a
21 full board Ms. Laquidara brought up that there was
22 some things that were not done properly, one of
23 which is that salaries were subject to board
24 approval. I don't know exactly what she meant by
25 that what the scope was, if it was every salary or

1 what, but that there had been some salaries that
2 people -- that were not approved by the board and
3 that they're still not approved by the board.

4 So I think that we don't have that
5 information, it's not on the agenda, but I think
6 that needs to be taken care of at the Wednesday
7 meeting because that may drill down into why are --
8 where is all this expenditure going and does it
9 make sense?

10 Like, for example, if we don't want to be
11 grant-reliant, why hire a full-time grant writer?
12 Maybe the board doesn't see the wisdom in that when
13 we can certainly get that expertise from outside on
14 an as-needed basis.

15 CHAIRMAN PRIMROSE: Jerry, do you have any
16 opening remarks down there?

17 MR. DEDGE: No, sir. I -- I agree. To caveat
18 on Mario's, I mean, I'm looking and it's 1.9. So
19 it's a \$570,000 difference. So that's a tremendous
20 amount of money. And I'd -- I'd like to also
21 explore that to see where that money is -- is going
22 as well.

23 And there's a couple of other things. When I
24 look at the outside communications for the last
25 couple of years, you're looking at 230,000 --

1 248,000 and now we're down to proposing 7,000. So,
2 Courtney, if you don't mind, when we get to that
3 point, kind of explaining. I mean, that's a
4 pretty -- a pretty good decrease in money right
5 there. But, I mean, I'm not --

6 MR. PITTMAN: Uh-huh.

7 MR. DEDGE: I'm just curious, I mean, and --
8 you know, I've had a week to look at this budget,
9 and I'm sure that there's going to be more
10 questions as we move forward exactly and I'm sure
11 you're going to be able to provide some of those
12 answers for us.

13 MR. PITTMAN: Yes, sir.

14 MR. DEDGE: Thank you.

15 MR. DIPOLA: 1.99.

16 MR. DEDGE: Yeah.

17 CHAIRMAN PRIMROSE: My just quick remarks.

18 Sir, I -- there's no way that I would ever
19 vote to add a millage at all. So -- and I think
20 you kind of heard that this current iteration of
21 the board will figure out other ways to fund, you
22 know, necessary improvements in operation, but
23 we're not asking St. Johns County residents to pay
24 anything into the airport. So you can sleep well
25 at night knowing that. At least for this current

1 makeup.

2 I do share a lot of the concerns that were
3 mentioned. You know, my first thing when I looked
4 at this, I went to the bottom line to figure out,
5 okay, what's our rainy day fund? How are we
6 handling objects that, you know, pop up?

7 You know, I know that the rating agencies, you
8 know, like six months would be like really really
9 good if we -- I mean, nine months is like really
10 strong, but if we could start building up to
11 having, you know, six months of cash reserves.

12 We also need to understand -- I mean, we --
13 you know, we just approved, you know, a road. We
14 know that there's other development. We know that
15 there's maintenance and repairs.

16 So I do have concerns that, you know, what are
17 we going to do from a budget perspective to focus
18 on what really matters. And that's providing an
19 airport that existing tenants and the users of the
20 airport can be happy and proud of as well as, you
21 know, providing for the community the job creation.

22 We have a lot of job-creating tenants at the
23 airport. The last thing that we want to do is pass
24 a budget that is not focusing on ensuring that, you
25 know, all of the users of the airport are happy,

1 that they can see the growth, and that we are
2 growing. So, ready to roll up our sleeves and like
3 let's -- let's do that.

4 You know, part of that is going to be I think,
5 Ms. Liotta, as you mentioned, you know, revenue
6 projections weren't where they needed to be. We
7 probably need to get creative on how we can
8 generate a little bit more revenue without losing
9 kind of our -- the feel that we have and get
10 better.

11 I mean, the last thing that we want is a
12 budget that under-predicts our proposed revenue.
13 I'd be happy if we like overestimated and we just
14 crushed it out of the park, you know, 7 percent,
15 5 percent over, but we cannot be, you know,
16 under -- under projections on revenue.

17 DISCUSSION OF MILLAGE BY THE AUTHORITY

18 CHAIRMAN PRIMROSE: So, with that the first
19 item after opening remarks was millage. So is
20 there any discussion on the millage by the
21 Authority?

22 MR. DIPOLA: I motion that we accept the zero
23 millage.

24 MR. DEDGE: Second.

25 CHAIRMAN PRIMROSE: All right. Any discussion

1 or debate on that?

2 (None.)

3 CHAIRMAN PRIMROSE: Are we in a good posture?

4 All right. The attorneys say we don't have to
5 raise taxes, all right? So seeing no other
6 discussion, all those members in favor, say aye.

7 MS. LIOTTA: Aye.

8 MS. CASH-CHAPMAN: Aye.

9 MR. DEDGE: Aye.

10 MR. DIPOLA: Aye.

11 CHAIRMAN PRIMROSE: Aye. Any opposed?

12 (None.)

13 CHAIRMAN PRIMROSE: Hearing none, the motion
14 carries zero millage rate. And I guess do we need
15 to -- does that includes us adopting this
16 resolution or do we need a separate?

17 MR. WALKER: So the resolution as drafted --
18 give me one quick second. No, that millage rate --
19 that resolutions works.

20 CHAIRMAN PRIMROSE: Okay. Perfect.

21 PROPOSED BUDGET STAFF

22 CHAIRMAN PRIMROSE: All right. So the next
23 item is on the proposed budget. I think what would
24 be important to do is first allow, Mr. Pittman, for
25 you to present the budget and then we can have some

1 questions.

2 So what I would ask maybe is let's let
3 Mr. Pittman go through the whole budget and then
4 we'll save questions and we'll go down afterwards
5 for the back and forth. So, Mr. Pittman?

6 MR. PITTMAN: Thank you. Thank you,
7 Mr. Chair. I would like to introduce to you my
8 controller, Connie Worley. She's been working very
9 hard at this budget. It was -- I must say it was a
10 difficult time because typically you have a finance
11 committee meeting where you can get direction from
12 the board. So we were very conservative, and you
13 will find that out as we go along with each line
14 item. Connie?

15 MS. WORLEY: Good evening and congratulations
16 to our new board members. Again, my name is
17 Connie Worley and I'm presenting the proposed
18 budget.

19 Starting at the top, we're looking at
20 operating revenue is comprised of three
21 divisions: Fuel service, lease revenue, and
22 operating agreements.

23 The fuel service is bake -- is broken down
24 into two sections. Excuse me. The first is actual
25 self-serve fuel. The second is fuel flowage fees.

1 The self-service fuel budget is reduced from the
2 prior year.

3 Currently, we have two fuel tanks, one of
4 which is inoperable. We have a grant -- and when
5 we get to the grant section, I'll show you. We
6 have a grant for new construction for fuel tanks.
7 That grant has been voted on. It has been -- the
8 contract has been signed. We anticipate that
9 starting shortly.

10 We do not know, however, how long it will
11 take. We're assuming nine to ten months. We do
12 not know what impact it may have on our current
13 fuel operations. The grant that we have -- the
14 project is estimated to be about \$562,000. The
15 grant from FDOT is 450, \$450,000, and with \$112,000
16 local funds. And again, the board resolution was
17 signed in December of '23 and the grant was signed
18 in January of 200- -- or 2024. The flowage fees
19 are from Atlantic and consist of 16 1/2 cents times
20 the quantity of gallons that they sell.

21 Lease revenue. Lease revenue is comprised of
22 commercial, which is fuel farm terminal space,
23 restaurant, and commercial hangars; corporate major
24 leases, which would be Atlantic and
25 Northrop Grumman; other, which would be land lease

1 and offices; and less than two years, which would
2 be your T-hangars and your tie-downs in
3 residential. We have one residential property.

4 The T-hangar -- T-hangar revenue includes a
5 3 percent CPI, an estimated on -- income on 19 new
6 T-hangars at \$700 a month. In this budget, we
7 estimated at 10 months' worth of income. However,
8 that project has been delayed. It could be -- we
9 had anticipated it to be -- them to begin in
10 November or in December. That has been delayed
11 again, and so that income may be reduced. But
12 again, the lease income for the tenants for the
13 T-hangars does include the 3 percent CPI.

14 There was a T-hangar appraisal done in
15 September. This is required by the FAA. The prior
16 T-hangar appraisal was in October of 2020. And
17 this will need to be brought before the board for
18 review. In that appraisal, there were suggestions
19 for the appropriate T-hangar rents and they are a
20 little bit above what we have now. The budget does
21 not include rent increases based on the appraisal
22 or possible increases on ongoing maintenance needs.

23 The third section is operating agreements.
24 Operating agreement revenue includes operating
25 agreements and use fees, which would be the

1 conference room rental, rental car agreements,
2 U.S. Customs, badges, and events support.

3 Cost of sale, cost of goods sold, this
4 includes the avgas, the self-serve fuel. The
5 budget reflects possible interruptions to
6 construction of the new tanks. And that goes hand
7 in hand with your fuel service revenue.

8 Operating expenses, the first line item is the
9 personnel and benefits. The salaries have been
10 adjusted for an estimated 3 percent increase for
11 current staff but not for the interim dir- --
12 executive director.

13 Calculated average would not be -- okay. If
14 we look at the actual, if we're looking at the
15 proposed budget, this budget was calculated based
16 on June financials. If we took a true average of
17 that, it would not have been accurate because the
18 initial staffing at the time of the beginning of
19 the fiscal year in October/November/December time
20 frame, there was minimal admin staff. So the
21 actual payroll costs are skewed for three months.

22 The current -- with current staffing, the
23 current gross payroll is around \$35,000 per
24 payroll. We're paid biweekly. And so that was
25 used in guessing into the proposed budget. So

1 that's why there's a difference between the
2 projected and the proposed. The -- included in
3 with the personnel and benefits includes the
4 salaries, taxes, the ER -- FRS, which is the
5 retirement, and includes the group insurance.

6 The -- there was additional staff added due to
7 the turnover and for separation of duties. For
8 instance, there was only one accountant in the
9 past. For good audit practices, we should have
10 separation of duties so one person does not write
11 the checks, sign the checks, deposit the checks.
12 We need to have good audit check. There's also
13 audit checks for separation of duties for FDOT,
14 FAA, as well.

15 Retirement contributions are estimated at an
16 average of 18 percent of the salaries, but they do
17 not reflect potential catch-up amounts for late
18 enrollments. The new group insurance costs are
19 18,145 a month. Prior year was 16,172 a month. So
20 that is an increase of \$1,972 per month. So that
21 is included in this budget as well. Payroll
22 processing fees remain consistent year over year.
23 Contract temp labor, that was a one-time issue,
24 one-time expense in this current fiscal year and is
25 not anticipated to be needed again.

1 Professional services. The amount of
2 professional service -- well, professional services
3 include accounting, appraisal, court reporting,
4 engineering, legal, HR, and other consulting. The
5 accounting professional services includes \$100,000
6 for annual audit and 40 -- 40,000 for possible
7 continuation of the forensic audit.

8 Appraisal services are estimated at 30,000.
9 In prior years, some appraisal services were coded
10 to professional general instead of appraisal
11 services. Court reporting services are estimated
12 to be 1,800 a month, including appearance, after
13 hours, and transcript fees. Engineering services
14 budget includes estimates for possible work
15 unrelated to specific capital projects.

16 Legal services projected fiscal year costs
17 were higher due to averaging using higher costs
18 earlier in the year. Legal costs have lowered
19 after that point. Estimate includes \$15,000 per
20 month for general counsel and aviation counsel
21 each, plus an additional 40,000 for possible other
22 overages.

23 Professional general -- excuse me, general
24 professional budget includes estimate for other
25 possible consulting services. And HR services

1 budget includes around \$3,500 a month currently
2 billed by Conceptual HR, plus possible overages for
3 extra services as needed.

4 Airline operations, obviously we do not have
5 commercial services, but this is strictly the
6 expense for badging.

7 Gifts, meals, and entertainment is for
8 occasional staff lunches. Prior budgets included
9 this expense in office expenses. We chose to
10 separate this out in its own line for transparency.

11 Travel per diem budget has been increased in
12 anticipation of additional training and conferences
13 held off campus. Numerous staff training will be
14 needed to mitigate further consulting expenses.

15 Technology budget includes communication
16 equipment, computer equipment, security equipment,
17 and phone Internet services. Communication
18 equipment budget of \$9,000 includes a monthly
19 copier usage to include ink, printer ink. Computer
20 equipment budget of \$20,000 includes estimates of
21 older equipment needing rest -- replacements.

22 Phone and internet budget of around \$30 --
23 \$30,000 is drastically reduced -- reduction from
24 prior years due to our updating the phone system.
25 The phone system we had was on its last leg, so we

1 replaced that with the GoTo phone system. And that
2 helped us eliminate larger costs, for instance,
3 with AT&T.

4 Utility services budget includes water,
5 electric, and waste disposal. Disposal costs have
6 increased due to higher fuel and oil disposal
7 costs. Also, FPL has increased their wattage rate
8 9,6 percent over prior year, so we increased that
9 budget just a little bit.

10 The leases budget is solely for equipment
11 leases. That is solely for the rental of the Titan
12 fuel truck that we use.

13 Insurance, as you see that one has drastically
14 increased, and that is solely for our general
15 liability, property, flood, and crime policies.

16 Repairs and maintenance. Repairs and
17 maintenance encompasses a very -- several areas:
18 Building, fuel farm grounds, airfields, vehicles,
19 office equipment, computer communications, and
20 rental lease budget.

21 The building repairs, currently we have that
22 as around \$165,000 for anticipated T-hangar
23 repairs. Fuel farm budget of around 5,000 includes
24 possible repairs to our current tank prior to the
25 completion of the new tanks. Our grounds budget is

1 around 40,000 and includes various landscaping
2 updates.

3 Airfield and navaid budget of 70,000 includes
4 50,000 for monthly Navtech maintenance, plus an
5 additional estimate for other repairs and
6 maintenance.

7 Vehicle and equipment budget of around 32,000
8 includes anticipated repairs on older vehicles
9 until approval is received for purchasing new
10 vehicles. Office equipment budget is minimal, as
11 no office equipment purchases are needed.

12 Computer communications budget is zero, as
13 iConvergence, which is the company who was helping
14 with us our old phone system, that service is no
15 longer is needed. And the rease -- rental lease
16 budget is around 7,000, and that is for equipment
17 perhaps needed in maintenance activities such as a
18 lift or a crane.

19 Outside communication budget is very similar
20 to prior years and includes public relations and
21 event sponsorships. Government fees and
22 assessments is strictly from the Customs billings.

23 Other fees and assessments budget is
24 drastically reduced from prior years, more than
25 half, due to reduced purchase services fees.

1 Earlier this year we began charging a 3 percent fee
2 for those tenants that pay via credit card to
3 recoup some of our merchant services fees. After
4 that, we had a great reduction in tenants paying
5 via credit cards. And we also opened up the option
6 of paying via ACH. So we have a lot more tenants
7 paying via checks, ACH, and we still have quite a
8 few credit cards, but the merchant fees are greatly
9 reduced for that purpose -- for that reason.

10 Office expenses budget is also drastically
11 reduced as a result of our new purchase order
12 policy implementation requiring management approval
13 in purchasing performed by one individual.

14 Operating expenses, budget includes cleaning
15 supplies, software support, fuel lubricants, tools
16 and equipment, and uniforms. Cleaning supplies
17 budget is also drastically reduced from 24,000 last
18 year to 10,000 this year due to implemenation --
19 implementation of the PO policy.

20 Software support includes iVenture billing
21 estimate of around 8,000 a month, AeroSimple of
22 1,500 a month, QuickBooks for 275 a month, and
23 Adobe for 300 a month. Fuel lubricants budget of
24 around \$16,000 is primarily for the autos and
25 mechanical vehicles. The uniform budget is around

1 7.5 thousand and it is increased slightly over the
2 prior year for our name change, new logos, and
3 hopes of better quality clothing. Publications and
4 memberships budget increased slightly over the
5 prior year to accommodate increase in membership
6 costs.

7 Professional development budget increased by
8 20,000 over the prior year, reflecting anticipated
9 one-time training costs for newer employees and
10 board members, which will reduce the reliance on
11 consultants. Costs in this category should reduce
12 in subsequent years and is anticipated for one year
13 only.

14 This brings to total operating expense of the
15 budget of 4,356,593. Total operating income before
16 depreciation is 800,000 -- 818,563. The
17 depreciation expense of estimated 5,200,000 is
18 based on current year schedule provided by
19 Cherry Bekaert, who is our CPA firm.

20 There are minimal additions to the capital
21 assets for this Fiscal Year 2024-25, and no capital
22 projects completed and placed into service in this
23 same year. This amount does not include the new
24 T-hangars that are expected to be completed
25 December or January.

1 Nonoperating income is comprised of investment
2 income, which includes the interest on the reserves
3 that we have. And the reimbursed expenses is
4 income from our tenants. Some tenants are billed
5 utilities or Internet services. That's where that
6 income is from.

7 Which leaves us a non -- the total
8 nonoperating income is 212,660, for a net profit --
9 or a loss before the grant income is 4,168,777.
10 Grant revenue for our federal grants is 669,253.
11 For state revenue, it's anticipated 6,627,775. For
12 a total of grant expected 4,297,028. Leaving a
13 change in net position of 128,251.

14 CHAIRMAN PRIMROSE: All right. Thank you.
15 Mr. Pittman, do you have anything you wanted to add
16 to that?

17 MR. PITTMAN: Yes, please. Connie, can you
18 take a second to talk about the supposed shortfall?

19 MS. WORLEY: Supposed shortfall?

20 MR. PITTMAN: Yes.

21 MS. WORLEY: Yes. There's not a shortfall.

22 The variance between last year and this year
23 in relation to grant projects -- I'm sorry, I'm
24 trying to make this bigger so that we can all see
25 it better.

1 This is the prior year budget that was
2 prepared for the Airport Authority, and in that
3 budget, there were several grants included as
4 anticipated income that never happened. The
5 projects never happened.

6 For instance, the fuel farm improvements, that
7 was not slated to actually begin until this year.
8 There is a \$700,000 FAA grant for Small Community
9 Air Service Department Program. We don't have
10 commercial services, so that's irrelevant.

11 The Taxiway F extension is actually not slated
12 to start until Fiscal Year 26-27. And the design
13 and construction of the U.S. 1 to -- to the
14 conference center, those two kind of go hand in
15 hand. They may begin this fiscal year, but they
16 will probably run into the fol- -- the following
17 fiscal year. We did include the access road to
18 U.S. 1 conference center in our grant revenue.

19 Here is a breakdown of the grant revenue. Let
20 me make this bigger for you. As you see, the
21 T-hangar construction, which is our ongoing
22 project, at -- the total grant total is 1,459,465.
23 The grant balance remaining at 630. It was
24 708,762. The additional current year expected,
25 which are invoices that have occurred since this

1 budget was initially created, is \$99,359. So our
2 new year expected grant from the FAA for the
3 T-hangars is 609,402. And for that grant, there's
4 62,740 of local funds.

5 For state grant revenue, you see the breakdown
6 down here. We have the T-hangar grant. New year
7 expected is 211,000. Local funds expected is
8 719,000. The Florida Job Growth Grant Fund, this
9 892,795, that is for design only, and it has to be
10 completed by September 30th. That -- that is
11 included in this new year.

12 The land acquisition grant, this was the grant
13 that was utilized to purchase the Glun -- Gun Club
14 property, which is where the Hawkeye View Lane is.
15 There are funds left in that grant that can still
16 be utilized to purchase other properties that may
17 assist with the Casa Cola/U.S. 1 to the conference
18 new road.

19 The fuel farm improvements, we've discussed.
20 The access road U.S. 1 to the conference center,
21 we've included that granted of 925,000 with local
22 funds of 231,000. And a new grant is a possibility
23 that will be brought to your attention for
24 discussion, a student maintenance training program
25 grant, for \$250,000, and that is for a training for

1 new students to work on airplanes.

2 MR. PITTMAN: Okay. So hold on, Connie. So,
3 if we -- so we were being conservative, correct?

4 MS. WORLEY: Yes, sir.

5 MR. PITTMAN: So if we wanted to have the
6 bottom line looking huge, what else could we have
7 added on there and done what was done before?

8 MS. WORLEY: We could have added the
9 taxiway -- Taxiway F extension. That would
10 increase our local funds -- or it would in --
11 increase our -- our grant revenue as well.

12 MR. PITTMAN: So --

13 MS. WORLEY: So instead of the 4,054,000 in
14 grant funds in our projected budget, it could be
15 5,279,000.

16 MR. PITTMAN: So we would have shown that we
17 had a profit of \$2 million, correct?

18 MS. WORLEY: Correct.

19 MR. PITTMAN: All right. So why didn't we put
20 that in?

21 MS. WORLEY: Because the local funds
22 requirement would have depleted our operating
23 funds.

24 MS. LIOTTA: So you're saying if you had
25 claimed the grant income, then you would also have

1 to account for the matching as an expenditure?

2 MS. WORLEY: Correct.

3 MS. LIOTTA: Okay. So that's --

4 MS. WORLEY: Some grants are 80/20. Some
5 grants are 90/10. It depends on the grant. It
6 depends on the type of building. But there are --
7 with almost every grant, there are matching funds
8 required. The job growth grant does not.

9 MR. PITTMAN: All right. So, Chair --

10 MS. WORLEY: It's an exception.

11 MR. PITTMAN: Mr. Chair?

12 So what we did was, being very conservative,
13 we realized the mistakes that were made in the
14 budget in the previous year. We could have fluffed
15 it, right, by putting these grants into --
16 Board Member Dipola's saying reliance on grant. We
17 could have fluffed it to put that 2 million.

18 If the board wants us put -- this is a budget
19 we are presenting to you-all, and if you want us to
20 put the 2 million -- because if you're looking at
21 the previous years' budgets, last year budget, you
22 had a surplus of 2 million. If you look at the
23 years prior to that, I think you had a negative
24 4 million and a negative 2 million. And that was
25 before we sat here.

1 So, again, the fact that we weren't able to
2 receive input from the board in the form of a
3 finance committee meeting, so we erred on the side
4 of caution. We wanted to give you a true number,
5 not a number that made us look good, because, hey,
6 it's like we've got a surplus of \$2 million, but
7 then when -- we respected y'all a little bit more
8 of that, that if you would dig into it, you would
9 find what we found when we looked at last year's
10 budget.

11 And so, again, we presented to you-all for
12 criticism, for input, for changes, what have you,
13 right? But this in our opinion is the start of the
14 discussion, to give you something to work with as
15 we move toward having a good budget that we can
16 live with, not something that we had in the
17 previous year that we couldn't.

18 Thank you, Mr. Chair.

19 CHAIRMAN PRIMROSE: Thank you.

20 PUBLIC COMMENT

21 CHAIRMAN PRIMROSE: So, with that, we'll open
22 it up for board comments -- actually -- yeah.
23 We've got to open up for public comment. It's
24 going to take me a while to get used to that. So
25 we'll open up to public comment if anybody has

1 comments on the proposed budget.

2 (None.)

3 DISCUSSION

4 CHAIRMAN PRIMROSE: All right. Seeing none,
5 we'll bring it back to the board for a discussion.
6 Why don't we start at the end and we'll work this
7 way, since we had it that way last time. Unless
8 you don't want to start.

9 MR. DEDGE: Well, I -- you know, I've been in
10 aviation my whole -- whole adult life. I know it
11 costs a lot to -- to fund aviation. And just kind
12 of -- kind of break down some of this stuff for me,
13 if will you, Courtney.

14 MR. PITTMAN: Yes, sir.

15 MR. DEDGE: Like with the -- the professional
16 services. Again, I'm just kind of -- I mean, I
17 know that we've reduced it from last year --

18 MR. PITTMAN: Uh-huh.

19 MR. DEDGE: -- or increased from last year,
20 but reduced it from the projected. So what was the
21 difference between '24, '25, and now the
22 proposed -- projected in the proposed budget now?

23 MR. PITTMAN: When Connie and I was coming up
24 with this one, we wanted to yield to you-all. The
25 reason -- all right. So this year was a unique

1 year, and we use that word around the
2 Airport Authority from a staff perspective because
3 that's what this year was.

4 When it came to legal -- legal fees, we -- and
5 public records requests, things of that nature,
6 were something we didn't predict. And so, with
7 that balloon, if you will, that first and second
8 quarter and going into the third quarter of costs
9 that we weren't used to absorbing, we wanted to
10 turn back and say, hey, we even put a cushion in
11 that 700,000, but we don't know -- it's hard for us
12 to project.

13 So we wanted to be -- we wanted to err on the
14 side of caution and hope that it didn't happen
15 again because we -- the balloon burst and we
16 weren't able to have a discussion with the board
17 and say, hey, we are above budget on these items,
18 what would you all like us to do?

19 And so, again, we even put in our notes on our
20 draft, draft budget, talk to the board on -- with
21 regards to how they wanted us to handle this
22 segment with regards to the legal services.

23 MR. DEDGE: Okay. Can you touch on the -- on
24 the personnel and the benefits --

25 MR. PITTMAN: Absolutely.

1 MR. DEDGE: -- please?

2 MR. PITTMAN: Okay. So we added two people.
3 The reason why we added two people, this has
4 been -- this past year has opened us up to more
5 scrutiny than this airport has probably ever dealt
6 with in its history.

7 With what went on after, and we all are aware
8 of the Blocker letter, we were opened up to, I'm
9 surprised they're not here today, the FDOT. We are
10 currently going through an FDOT audit.

11 They are -- they had started back with the
12 grant that we had with the road -- the access road
13 to the terminal. And they looked at our SOPs, they
14 looked at our organizational chart, and they said,
15 hey, you don't have the people in place that you're
16 supposed to have. The FAA came down and said you
17 don't have the people that you're supposed to have
18 in place.

19 When we had our financial audit, forensic
20 audit, they said you didn't have the people -- just
21 like Connie alluded to earlier, you had the same
22 person taking in pay, processing pay, and then
23 taking it to the bank. The same person who took
24 the time sheets, if you will, processed payroll and
25 sent the payroll out.

1 That left us vulnerable. And that's why we
2 had -- that's why I think we had what we had with
3 the theft that we had. But luckily -- but we -- we
4 did have things in place that we were to catch it
5 at the point that we caught it. But are we to
6 continue to repeat the same errors? No.

7 And so what I did, was -- and then we also had
8 huge turnover. So in the last two years, if you
9 look at it right now, we just have one staff member
10 in admin who just went over the two-year mark.
11 Just went over. The rest of us are less than two
12 years.

13 So there's been extreme turnover. And with
14 extreme turnover comes the, hey, the changes in
15 salary where you have a person come and a person
16 go. And then we had to pay some -- some people who
17 left. We had to offset some costs on that way, so.

18 And then the increase in the insurance -- the
19 increase in insurance rates across the board, that
20 was something -- I remember when I went to the City
21 of St. Augustine Beach budget meeting, they had the
22 same issue, right? And we're locked into that for
23 another year.

24 Next year, I'll be coming to you-all if -- me
25 or whoever sits in this seat will be coming to

1 you-all saying, hey, we need to look at new
2 insurance rates. But unfortunately those things
3 came out in September. So it wasn't -- even if we
4 were to have that discussion of changing what the
5 insurance rates would be, we wouldn't have much
6 time.

7 And so, long story short, we added two
8 personnel overall to -- for compliance. And we
9 would have had the discussions that were required
10 or what have you, but we did it for compliance, not
11 for any other reason.

12 MR. DEDGE: Okay. I've got just a couple of
13 more questions.

14 CHAIRMAN PRIMROSE: Yeah, please.

15 MR. DEDGE: When we were talking about lease
16 revenue --

17 MR. PITTMAN: Yes, sir.

18 MR. DEDGE: -- I remember back in the day when
19 I was a reserve deputy still flying for the
20 St. Johns County Sheriff's Office working out at
21 this hangar still, when we had issues with the
22 hangar, like the door, we took care of that
23 ourselves.

24 MR. PITTMAN: Uh-huh.

25 MR. DEDGE: Is there any program that when,

1 say, a T-hangar door doesn't work or something
2 happens inside that hangar, is that our -- that's
3 our responsibility and then is that in the lease?

4 MR. PITTMAN: That's our responsibility.

5 MR. DEDGE: And --

6 MR. PITTMAN: So -- I'm sorry to cut you off.
7 There are certain things that are in the tenants'
8 purview, what they are responsible that they take
9 care of. But like the walls, the doors, the roof,
10 things of that nature are the responsibility of the
11 Airport Authority and that is built into the
12 leases.

13 MR. DEDGE: Okay. Okay. I'm good. Thank
14 you.

15 CHAIRMAN PRIMROSE: Board Member Chapman?

16 MS. CASH-CHAPMAN: Thank you. I just have a
17 couple of quick questions.

18 When you were talking about repairs and
19 maintenance and how that includes the maintenance
20 of the vehicles here on the property, did you put
21 into account the purchase of a new to us truck?
22 Because I know that our last meeting, we discussed
23 how we're kind of on our last leg for some of those
24 vehicles, correct?

25 MR. PITTMAN: Yes, we did.

1 MS. CASH-CHAPMAN: Okay.

2 MR. PITTMAN: And then not only that, if I
3 may, we are looking into grants -- they have grants
4 now available. So we have been talking to other
5 airports and other consultants.

6 They have grants that are available that
7 95 percent or a hundred percent where there's no
8 match for electric vehicles. And so I think that
9 would help our image of going green. So there are
10 grants that we're looking at. So we're not just
11 looking at spending our local -- our dollars --

12 MS. CASH-CHAPMAN: Right.

13 MR. PITTMAN: -- we're looking at other
14 avenues of getting these trucks.

15 MS. CASH-CHAPMAN: Great. And if we could
16 talk again about benefits.

17 MR. PITTMAN: Oh, boy.

18 MS. CASH-CHAPMAN: So it was brought to my
19 attention by some employees that their retirement
20 wasn't starting at the appropriate time. So, from
21 my understanding, retirement begins the day they're
22 hired.

23 MR. PITTMAN: Yes, ma'am.

24 MS. CASH-CHAPMAN: And some of our employees
25 were at the 30-day mark, the 60, all -- kind of all

1 over the place. Does the budget account for making
2 up for that?

3 MR. PITTMAN: If I may? Okay. So we haven't
4 come to a decision on how that is going to be
5 handled. I'll yield to general counsel --

6 MS. CASH-CHAPMAN: Okay.

7 MR. PITTMAN: -- and explain. We're still
8 working through that, if I'm correct. We're trying
9 to figure out everything. And so -- so is there a
10 line item in the budget for it? The answer is no.

11 MS. CASH-CHAPMAN: Because that's going to be
12 a pretty significant number, if I understand
13 correctly.

14 MR. PITTMAN: Maybe. Maybe.

15 MS. CASH-CHAPMAN: Okay.

16 CHAIRMAN PRIMROSE: Do you want to provide
17 any --

18 MR. WALKER: So, through the Chair, to
19 Commissioner. If you recall, Akerman was retained
20 on this matter to finish their investigation and
21 their review of the FRS, Florida retirement
22 plans --

23 MS. CASH-CHAPMAN: Uh-huh.

24 MR. WALKER: -- implications. There is
25 recommendations that we're still vetting through

1 with Mr. Pittman as to what is the appropriate next
2 step as to how best to conclude and come to a
3 conclusion on that matter. But at this point,
4 unless Pit- -- Mr. Pittman agrees otherwise, I'm
5 not prepared to make a formal recommendation, as
6 we're still trying to gather the information.

7 MS. CASH-CHAPMAN: Okay. I just wanted to
8 make sure if there was accounted for in there or
9 not. Okay. And as far as our -- our fuel costs --

10 MR. PITTMAN: Uh-huh.

11 MS. CASH-CHAPMAN: -- are you looking into or
12 have you looked into ways to change that price?
13 Have we talked to other banks? Have we -- what are
14 we -- what are doing here?

15 And I'm asking because I feel like our airport
16 has traditionally kind of run more like a mom and
17 pop shop instead of like government entity, and I
18 think -- and you'll see in what I've written to
19 you, I think that we need to talk more about credit
20 finance and building revenue, and I think part of
21 that comes from the price we're paying for the
22 fuel.

23 MR. PITTMAN: Absolutely.

24 MS. CASH-CHAPMAN: Right. Because if I
25 understand correctly, there's two different places

1 it could come from and then the price varies here
2 and there.

3 MR. PITTMAN: Uh-huh.

4 MS. CASH-CHAPMAN: But there's also programs
5 out there, correct --

6 MR. PITTMAN: That is correct.

7 MS. CASH-CHAPMAN: -- that involved us in --
8 has that been -- can you talk about that?

9 MR. PITTMAN: Absolutely.

10 All right. So, to what we're going what
11 Board Member Cash-Chapman is saying, right now we
12 get our fuel from Titan. The fuel either comes
13 from the Everglades or Tampa, and we typically
14 don't know how much the price is going to be until
15 said fuel arrives. And then once the fuel arrives,
16 you've got to buy what you've got. And then we're
17 pretty much chasing the rabbit like a greyhound to
18 never catch it, because once the fuel arrives, we
19 get what the price is and then we're trying to set
20 the price that we want to charge, right? To me,
21 that doesn't make any sense and that is not a good
22 way to budget.

23 If you look at the budget from the previous
24 year, it was said that we would charge 500 -- I'm
25 sorry, 500 -- \$5.50. We never did that. We got to

1 \$5.10 and people were losing their mind. And so --
2 and rightfully so if you were looking at other
3 airports.

4 But we've still got software that we need to
5 maintain. We have a fuel tank we need to maintain.
6 So they have -- to what you just asked, they do
7 have programs. So we've been interviewing other
8 banks in anticipation of eventually coming to
9 you-all to ask for the submission of an RFP for us
10 to move from the bank that we're currently at and
11 to go for hedging.

12 You can hedge fuel. All right. So what you
13 do when you're hedging fuel, you're -- you're
14 betting on the price. You're betting that the
15 price doesn't go below what you hedge.

16 Now, the beauty of it, depending on which bank
17 you go to, is the time period of your hedge. You
18 can do one-month hedge, two-month, three-month, a
19 year, 18-month, two years, if -- however you see
20 fit. You can say, hey, this is the summer, in the
21 summertime, fuel prices go up, I want to change
22 what we're hedging.

23 And so what you can do with that, now you're
24 getting -- you're not chasing a rabbit anymore.
25 You can set your prices and then we can come up

1 with a policy to where we truly set the price to
2 where it's beneficial to not only the tenant, but
3 the airport.

4 If you look at our policy right now, the
5 only -- only guidance that I'm given is that I must
6 maintain 25 percent profit on the fuel. That's
7 very vague. But then if I'm looking at a budget
8 that says I charge \$5.50, I am chasing a --
9 something that I will never catch.

10 If I never charge \$5.50, if the tenants are
11 going -- aren't going -- if I'm not -- if I don't
12 want the tenants to go elsewhere and then I'm not
13 incorporating for the effect to flight ops that is
14 coming from the tower, all these variables lead to
15 reduction. And, I'm sorry, I'm also losing a
16 future tank. So all of these impacts.

17 So the mitigation tool, to come back around to
18 the question you originally asked, a mitigation
19 tool to solve this problem, one of which is hedging
20 the fuel. So lock in that price and then budget
21 around it so we can have true profit and benefit
22 the tenants at the same time.

23 MS. CASH-CHAPMAN: So this number that's in
24 here doesn't obviously quite reflect that just yet,
25 but you would think that should we be able to move

1 forward with that, that we would see some savings
2 on our end, as well as --

3 MR. PITTMAN: Absolutely.

4 MS. CASH-CHAPMAN: -- the tenants. Okay.

5 MR. PITTMAN: Absolutely. Again, we were very
6 conservative on -- because we wanted to talk these
7 other things out with you-all before we -- well, we
8 have to before we move forward.

9 MS. CASH-CHAPMAN: Well, we appreciate that.
10 I mean, I for one would rather be pleasantly
11 surprised later with a number than disappointed, so
12 I appreciate that. I think that's it for right
13 now, if you want to --

14 CHAIRMAN PRIMROSE: Yeah. We can come back,
15 too.

16 MR. DIPOLA: Yeah, I'm probably going to need
17 to come back for me.

18 Overall, I should have brought in this up in
19 general comments, but one issue I very
20 significantly have is I feel like we're being
21 pressed to pass the budget because as I understand,
22 we don't have past tonight, and again tomorrow
23 morning, payroll doesn't get made tomorrow,
24 which --

25 CHAIRMAN PRIMROSE: Wednesday morning.

1 MR. PITTMAN: Wednesday morning.

2 MR. DIPOLA: I'm sorry. We're on -- thank
3 you. Wednesday morning. Thanks for the
4 correction. And to me, that's a hundred percent
5 unacceptable. It was the first thing I brought up
6 the morning after I was appointed, was we need to
7 pass a budget.

8 This should have been an emergency a couple of
9 weeks ago, not an emergency now. So here we're in
10 the position where we have to pass a budget or
11 people's kids aren't getting fed. That's not a
12 place to be in.

13 So, I don't know where that occurred, but I
14 would say even if we pass a budget, that we should
15 reopen this at a later time to make corrections,
16 because I'm not -- I'm personally not going to be
17 in a position where I don't pass the budget. I
18 mean, frankly that's what we're here for, we need
19 to pass a budget; we're not Congress. So it's
20 going to happen from my standpoint. But it's
21 unacceptable that we should be forced into a
22 budget, especially one that has a 40 percent raise
23 in -- in -- in payroll.

24 I understand a 3 percent raise. A 3 percent
25 raise is not a -- is not a 40 percent raise. Went

1 back to past years. 710,000. 1332. 146 -- I'm
2 sorry, this is in -- in thousands. So 710,000,
3 1.3 million, 1.5 million, 1.3 million, 1.4 million,
4 and now 2.0 million. It's -- it's a pretty drastic
5 shock.

6 I would consider maybe the additional two
7 staff if whether we could have had additional
8 duties for existing staff. So, I mean, I guess in
9 all I'm going to probably be supportive just to
10 move forward, but I don't like to be last minute
11 when something should have been emergency two weeks
12 ago. That's -- that's my overarching.

13 I do have a more nuanced question. So --
14 well, let me first clarify. Am I accurate to say
15 that we need to pass the budget tonight to make
16 payroll on Wednesday?

17 MS. CASH-CHAPMAN: From what I understand,
18 they can make an emergency like -- so if they're
19 traditionally paid on Wednesday, right -- we're not
20 even meeting till until Wednesday -- they can put
21 in, like we're putting this in; they need to be
22 paid Thursday. So we can do like a 24-hour. I
23 know that's still not enough time, but payroll
24 itself can -- they can actually do that.

25 CHAIRMAN PRIMROSE: Okay. For general

1 counsel, if you have any feedback on the timing of
2 all of this and the urgency of it.

3 MR. WALKER: So, your budget, you're required
4 to have two budget meetings. This is the first
5 tentative budget approval. Your second budget
6 approval would be on Wednesday.

7 We have given some high-level guidance around
8 how to make that work from a payroll perspective,
9 but it would be our position that, absent an
10 approved budget, payroll should not be issued
11 because you would be outside the confines of the
12 charter.

13 MR. DIPOLA: So, that -- that's good
14 clarification for me, which reinforces the position
15 I take. And I -- I think we need to get to the
16 bottom so that it's clear in advance next time
17 where we're not last minute.

18 The more specific question that I would have
19 on the T-hangars, one of them was, I'm to
20 understand that those 19 will be done not in
21 October, but in January; is that correct?

22 MR. PITTMAN: No. No.

23 MR. DIPOLA: Okay.

24 MR. PITTMAN: So you have some that on -- some
25 that come online in November, and then the last are

1 slated December 1st to be ready.

2 MR. DIPOLA: Okay.

3 MR. PITTMAN: It was at our last meeting, we
4 had a T-hangar meeting this past Friday.

5 MR. DIPOLA: Okay. So, sorry, I thought I
6 heard 19 would be delayed.

7 MR. PITTMAN: Yeah, so -- so what she's
8 referring --

9 MS. WORLEY: I misspoke.

10 MR. PITTMAN: Yeah, so what she's referring to
11 is filled with a tenant, lease signed, the whole
12 nine, so she -- so that's what she's projecting.

13 Because on average, when you go down -- say,
14 for example, we use the model of going the down the
15 T-hangar waiting list, which I, in my opinion, I
16 think we should, you have -- that person has three
17 days to respond to that input. So that's one
18 person, right?

19 So it's not like you running through 19
20 people. You're going one at a time and they get
21 three days to respond. And then that -- so she was
22 giving a buffer. You didn't misspoke. She was
23 giving -- you know what I'm saying? She was giving
24 a buffer to account for all 19.

25 MR. DIPOLA: Okay. On that notion, do our

1 construction contracts include liquidated damages,
2 inconsequential damages for lost revenue that we're
3 encountering?

4 MR. PITTMAN: Passero? Andrew, you want to
5 speak to that?

6 CHAIRMAN PRIMROSE: He's thumbs-upping.

7 MS. CASH-CHAPMAN: He's thumbs-up.

8 MR. PITTMAN: All right. I can't see him.

9 MR. DIPOLA: Okay. So our budget should, I
10 would think, account for that revenue. So that
11 shouldn't be 10 out of 10 in 12 months we should
12 get that revenue that we are rightfully due.

13 Next, just as a passing comment, the notion of
14 being conservative by not including grant funds,
15 yes, I do not want to be overly reliant on grant
16 funds. However, my bigger concern is that our
17 operating expense is at 3.4 million budgeted for
18 24-25 and 4.4 million for 25-26, a million dollar
19 increase. So, I guess my reliance on grants in my
20 mind would come from not just increasing revenue,
21 but minimizing expenses, and I don't know that the
22 current budget does that.

23 MR. PITTMAN: Right. May I -- may I speak to
24 that?

25 MR. DIPOLA: (Nods head.)

1 MR. PITTMAN: All right. So I get where
2 you're coming from from the reliance on grants.
3 That is, if you look around Florida, that's what
4 airports do unless you have a -- so unless you're
5 like Naples where you have a \$60 million budget
6 because you control the FBO, you control all the
7 hangars, you control all the fuel sales, and you
8 control the commercial entity, then you have a
9 surplus. But -- but at airports our size, there is
10 a reliance on grants. And the reason why is that
11 you don't want to tap into your local -- you don't
12 want to tap into your money.

13 So if we were to, say for example, want to
14 build a hangar right now and we didn't want to use
15 grant funds, we would have to use our -- the money
16 that's in our bank, right?

17 But what I say -- but I -- but I see where
18 you're coming from and I -- and you -- and I say we
19 should maximize our resources that we have while
20 using grants to get us along the -- get us toward
21 our goal.

22 Is the goal to be self-sustaining? Of course.
23 We would love to. But that -- that is a long-term
24 goal. But we have a lot of infrastructure, a lot
25 of things that we need to build in the process to

1 get to that point.

2 We don't -- we don't have a fuel farm that we
3 have sole rights to that we're getting fuel from.
4 Like Connie said earlier, we get 16.5 percent of
5 Atlantic. We don't have -- we have the self-serve,
6 one tank, but that's not going to move the needle.

7 We have -- we haven't fully utilized the
8 resource of the T-hangars and properly charged for
9 them. That's -- that's what we're going to discuss
10 at another meeting but we didn't want to
11 incorporate that.

12 If we went off the appraisals alone, that's
13 almost an additional 300 grand added, right, if we
14 were to do that. And not speaking about anything
15 else. And in talking about what we will be
16 discussing with you-all at a later date as well is
17 attributing a 5 percent to that for the maintenance
18 so that would handle what you were talking about,
19 the operating costs.

20 And so, we have some ideas -- and that's just
21 a few for the sake of time. We have some ideas to
22 mitigate these things, but again, we have to get
23 into these conversations and move forwards with it.

24 I like the focus. This is new to say, hey,
25 let's get away from reliance on grants. I see a

1 future in that, but it's going to take some time
2 and a -- and a strategic vision on what are we
3 working on? Are we working on the east side, south
4 side, whatever, right? But some -- not all grants
5 are a negative thing.

6 MR. DIPOLA: I do want to clarify.

7 MR. PITTMAN: Yeah.

8 MR. DIPOLA: I'm not against grants.

9 MR. PITTMAN: Uh-huh.

10 MR. DIPOLA: I'm -- I'm against over
11 overreliance. And again, in my explicit discussion
12 now, cutting the expenses so that we're not reliant
13 on the grants.

14 MR. PITTMAN: I get what you're saying.

15 MR. DIPOLA: Grants should be icing on the
16 case, not the base.

17 One more on the payroll and I'll -- I'll cede.
18 The 1 -- the 2.0 budgeted does not include the
19 director of operations role. So that will be an
20 additional request later. So that, I guess, would
21 reinforce the fact that we probably need to reopen
22 this at a later time.

23 MR. PITTMAN: And may I add to that for
24 transparency for all? When that budget was done,
25 it didn't even incorporate my pay, all right? So

1 it didn't incorporate my pay. That's the pay that
2 I was getting.

3 MR. DIPOLA: This first budget does not.

4 MR. PITTMAN: No. The one that -- the
5 previous year.

6 MR. DIPOLA: Oh, the pre- -- I'm referring to
7 the current year. So the 1 -- the 2.0 does not --
8 it includes your pay.

9 MR. PITTMAN: Correct.

10 MR. DIPOLA: It does not include the director
11 pay.

12 MR. PITTMAN: Correct.

13 MS. LIOTTA: Okay. Yeah, I think, just to
14 clarify and echo some of what you were saying,
15 grants, I -- I take those with a little bit of
16 grain of salt. Long term, they are great. They
17 help -- like, we built the T-hangars with some
18 grant money, and long term that will be a rental
19 revenue for us and off -- offset the cost of
20 building those, but it still costs us money today.
21 So, in the short term, every grant dollar that
22 comes in, it has that 10, 20 percent outlay
23 associated with it. And so, I think in the
24 situation we are in, looking at our reserves and
25 looking at our operating costs, you know, looking

1 and saying, oh, great all these grants, okay, yeah,
2 we just talked about spending a million dollars for
3 a grant project. It makes sense, but it's not -- I
4 don't think of it as income, I think of it as an
5 obligation that, you know, is an outlay with
6 long-term benefits.

7 So I -- I also look closely at what are the
8 free-flowing dollars that we have, and that's all
9 user-based. It's our fuel and our rental income,
10 and, you know, people who rent -- rent this room
11 for a meeting. I mean, that's -- that's the income
12 of the airport on a day-to-day basis, and it --
13 this is -- I'm not supportive of a huge increase in
14 our day-to-day operating expenses when we see that
15 last year, the free-flowing cash didn't meet the
16 projections. So why are we looking at these big
17 increases?

18 I did have a couple of specific questions for
19 staff. Is the -- where is it? The professional
20 fees line item, you mentioned that budget came up
21 with like saying 30,000 a month for the next --
22 between outside counsel, general counsel, and the
23 legal fees?

24 MR. PITTMAN: Oh, professional services, yes.

25 MS. LIOTTA: So that -- that budget was kind

1 of like those were the numbers and that's what in
2 this budget.

3 MS. WORLEY: Yes.

4 MS. LIOTTA: That's kind of that portion of
5 it. So, to -- just for clarification, that would
6 not include any of the \$162,000 that the board is
7 being asked to consider to pay Akerman their
8 pending fees.

9 MR. PITTMAN: That's again why we -- that's --
10 when we put the \$700,000 number on there, that's
11 why we said, when Board Member Dedge asked us, we
12 wanted to yield to you-all on that one. Because of
13 the significance of all these things, right, with
14 all the legal fees, that's why I said we wanted it
15 in this particular item.

16 MS. LIOTTA: Okay.

17 MR. PITTMAN: Uh-huh.

18 MS. LIOTTA: Okay. I'm just -- this is kind
19 of a dollars and cents question. If we want to pay
20 Akerman what we owe them --

21 MR. PITTMAN: Uh-huh.

22 MS. LIOTTA: -- and then have \$30,000 left in
23 the budget on a day-to-day for next year legal
24 fees, we won't make it. Because we didn't -- you
25 didn't -- there's -- it sounds like the budget is

1 not built to reflect paying Akerman.

2 MS. WORLEY: That is included in the current
3 year budget -- well, prior year, 24-25 budget.
4 Those invoices were expensed already in the budget.

5 MS. LIOTTA: I'm a little confused how we can
6 do that. The board didn't approve that payment
7 last year. Wouldn't it have to go into this
8 year's?

9 CHAIRMAN PRIMROSE: I think if it's accrued,
10 for accounting purposes --

11 MS. WORLEY: Yes, sir.

12 MR. PITTMAN: Bingo.

13 CHAIRMAN PRIMROSE: -- you have to accrue it
14 in the prior year. So that's why you wouldn't have
15 to show it in a current year.

16 MS. LIOTTA: So that month, that 162,000 is
17 showing up, but it's showing up in the
18 going-over-the-budget figure? The 162-, where --
19 where is it? Just let me know where it is on this
20 spreadsheet.

21 MR. PITTMAN: Can you explain?

22 MS. LIOTTA: Where is that included?

23 MS. WORLEY: Thank you. That 162,000, as well
24 as other expenses, are included. They were
25 incurred in the Fiscal Year 24-25 --

1 MS. LIOTTA: Okay.

2 MS. WORLEY: -- and so that's where they
3 reside.

4 MS. LIOTTA: So they are accounted for in
5 these numbers?

6 MS. WORLEY: They are accounted for -- they
7 are not accounted for in the proposed budget
8 because they occurred in the prior --

9 CHAIRMAN PRIMROSE: Let me.

10 MS. WORLEY: -- term.

11 CHAIRMAN PRIMROSE: I think what she's -- I
12 think what Board Member Liotta is asking is, in the
13 budget on the projected FY24-25, it shows
14 1.162 million.

15 Is that including all of the bills that we're
16 being asked to pay, or would it be -- is the 1.162
17 in -- is that the number that was already paid and
18 then we're going to have to add another 162-plus on
19 top of that? I think that's what she's asking.

20 MS. LIOTTA: Yes.

21 MR. DIPOLA: Projected.

22 MS. WORLEY: Okay. The prior year budget did
23 not account for the extensive --

24 CHAIRMAN PRIMROSE: No, no.

25 MR. DIPOLA: The projected.

1 MR. PITTMAN: The total amount.

2 MR. DIPOLA: The total --

3 CHAIRMAN PRIMROSE: Under the projected
4 line --

5 MR. PITTMAN: Yes.

6 CHAIRMAN PRIMROSE: -- so you have one --
7 so --

8 MR. PITTMAN: The answer's yes.

9 MS. WORLEY: Yeah.

10 CHAIRMAN PRIMROSE: Okay.

11 MR. PITTMAN: So the answer is yes.

12 MS. LIOTTA: Okay.

13 MR. PITTMAN: I gotcha.

14 MS. WORLEY: I'm sorry.

15 MR. PITTMAN: So that -- no, you're good.

16 You're good. The answer is yes.

17 So that's why that enormous total that you
18 have for the previous year, how it ended, accounts
19 for that because those invoices came during that
20 time period, and so those were for -- for
21 accounting --

22 MS. LIOTTA: Okay.

23 MR. PITTMAN: -- were caught up during that
24 time period.

25 MS. LIOTTA: That's helpful.

1 MS. WORLEY: I'm sorry. I just --

2 MR. PITTMAN: You're good. You're good.
3 You're good.

4 MS. LIOTTA: Thank you. That's helpful and
5 it's good to know that we're not going to have to
6 go back and amend this budget --

7 MR. PITTMAN: No.

8 MS. LIOTTA: -- to then go pay a bill
9 that's -- okay. That's -- that's -- thank you.

10 MR. PITTMAN: Uh-huh.

11 MS. LIOTTA: The -- I have a similar question,
12 then, and that would be, again on the agenda was a
13 proposal for a quarter of a million plus for
14 restriping.

15 So that would be under -- has that amount been
16 accounted for in this proposed budget? And can you
17 point -- can you point out where? The repairs and
18 maintenance, I would imagine that's where that
19 goes?

20 MR. PITTMAN: Huh-uh.

21 MS. WORLEY: No. Actually it would be a
22 capital project --

23 MR. PITTMAN: There you go.

24 MS. WORLEY: -- and it would not be
25 grant-related.

1 MS. LIOTTA: Right. So where's the -- where
2 is it accounted for?

3 MS. WORLEY: There are nongrant --

4 MR. PITTMAN: If you look at the screen.

5 MS. WORLEY: -- capital --

6 MR. PITTMAN: Can you make it a little bigger?

7 MS. WORLEY: Yes.

8 MR. DIPOLA: That's better.

9 MR. PITTMAN: There you go.

10 MR. DIPOLA: A little better.

11 MR. PITTMAN: Again, I apologize that the
12 screen's not working.

13 MS. WORLEY: So there are several current
14 year, fiscal year, needs that will -- we're hoping
15 to include. It will not be included in the repairs
16 and maintenance because they're of such an amount
17 that they would be capitalized. And the runway
18 markings is around \$270,000. So it's included in
19 these nongrant-related repairs and maintenance-type
20 items.

21 MS. LIOTTA: Okay. I'm clearly not a
22 financial expert. So, are you saying that there's
23 a number of capital expenditures that you're going
24 to be looking for the board to approve, at least
25 the ones that are over 30,000, and that that's not

1 reflected in the budget and would just come out of
2 the airport's reserves when those things are
3 approved?

4 MS. WORLEY: It would come out of the
5 operating funds.

6 MR. DIPOLA: Well, to clarify what you're
7 saying, like which line item? They're on
8 somewhere, but I don't know actually where they
9 are, either.

10 MS. LIOTTA: I mean, I just -- again, I'm not
11 a CPA, but it would -- I would seem to anticipate
12 and expect that an expenditure like that would show
13 up in our budget somewhere.

14 CHAIRMAN PRIMROSE: I think -- I think one of
15 the things that I'm used to seeing that we -- this
16 is I think what you're getting at, too -- is like a
17 five-year -- like if you go to see a five-year
18 capital plan, what -- and then what the capital
19 plan is for the current or the upcoming fiscal year
20 with what is PAYGO versus what is coming from you
21 know other pots.

22 So I agree with you. And I guess that is a --
23 that is a question, then. You know, is this a --
24 because these are capital, where is the actual
25 money coming from? Is it coming from that -- I

1 mean, if you look at the operating revenue cost of
2 goods sold minus the total operating costs, I mean,
3 you do have a buffer there.

4 MR. PITTMAN: Uh-huh.

5 CHAIRMAN PRIMROSE: So that's where
6 essentially we're taking some of that and turning
7 it and putting it into PAYGO for capital projects.

8 MS. WORLEY: Yes.

9 CHAIRMAN PRIMROSE: Okay. I think it would be
10 helpful, is if we kind of saw that as part of the
11 budget documentation to see. Because that's like
12 my -- my first question, too, was, you know, what
13 money is getting put into a rainy day fund? What
14 money is getting put to our capital budget plan?
15 So thank you for bringing that question up.

16 MS. LIOTTA: Yeah.

17 MR. PITTMAN: That was good.

18 MS. LIOTTA: I am particularly concerned about
19 expenditures like that, because we in the last year
20 or so had a lot of expenditures that came out of
21 reserves --

22 MR. PITTMAN: Agreed.

23 MS. LIOTTA: -- and we -- and I brought up in
24 multiple meetings in the past, well over in the
25 last year, that I'm also concerned about long-term

1 facilities planning.

2 We have some older buildings. You know, they
3 will at some point, you know, need mat -- you know,
4 capital repairs and I haven't seen a structure plan
5 around that. And that's -- that's concerning
6 because having bills just show up whenever that
7 are -- have to get approved because, well, now the
8 roof's gone, is not ideal.

9 MR. DIPOLA: Yeah, that depreciation expense
10 is a real expense.

11 MR. PITTMAN: Yeah. And --

12 CHAIRMAN PRIMROSE: Oh, please. No.

13 MR. PITTMAN: And if I'm -- I'm sorry.

14 MS. LIOTTA: Oh. That was ready to -- if you
15 wanted to comment on that --

16 MR. PITTMAN: Yes, please, if I may.

17 MS. LIOTTA: -- I'm about to switch topics.

18 MR. PITTMAN: Okay. If I may.

19 So one of the -- so what we're working on
20 right now, to what you just said about having a
21 five-year plan, we're actually developing that
22 right now.

23 And so we're doing an assessment of all the
24 hangars with the -- let's just say on a vein of
25 T-hangars, all right? Because we're doing it

1 elsewhere, but I just want to use the T-hangars as
2 an example.

3 We're doing an assessment of all the material
4 condition of all our T-hangars, of all the doors.
5 The K, L, and M doors, for example, since they're
6 closer to the water, have a lot of rust, and they
7 have -- they're almost at the point of exceeding
8 their life cycle, especially due to where they're
9 currently located.

10 We're looking at the roofs. And then we're
11 looking at quotes and building it out so that we
12 can say, hey, what is the priority, what needs to
13 be done so it's not, to what you just said, I'm
14 coming to the board with this -- some substantial
15 costs, right, of saying, hey, there's 2 -- another
16 270,000.

17 Another thing, back to the runway, that is
18 going to be a benefit to the airport, we're finally
19 next year getting into the runway program. We
20 weren't in that program before. So predecessors
21 didn't want to be a part of that program. We got
22 into that program last year. So it took two years
23 for us to be a part of it.

24 And what that program is, is that the State of
25 Florida goes around, you get on a rotation, and

1 they do the runways for you. So next year will be
2 the first time that we get added into this program.

3 And so that -- but that won't help us for this
4 inspection and the status of what the runway is
5 now. So that will be a cost that you-all won't
6 have to stomach any longer because we will be a
7 part of that program where they do that for us.

8 CHAIRMAN PRIMROSE: And I just want to add on
9 top of that, I think one of the things I focused on
10 and -- and this will be another discussion, is
11 having that, I mean, five-year capital plan, what
12 are priorities, what are must repairs, and then
13 figuring out in the budget, you know, where do we
14 have either that we can do our own PAYGO funds
15 because we've got it, do we have to apply for
16 grants on it.

17 But I'm a hundred percent with you. We -- we
18 as the board need to see kind of not only what this
19 year looks like of capital projects and where the
20 money's coming from and be able to prioritize
21 those, but also what the next four years out look
22 like.

23 Because I do deal with this on a day-to-day.
24 Like something that sounds like you need to do it
25 now, but you can actually wait another year and

1 there's another priority and you only have so much
2 money, and we need to be part of that discussion,
3 so.

4 MR. PITTMAN: Absolutely.

5 MR. DIPOLA: Also, it helps when grants come
6 up, that we've got the list.

7 CHAIRMAN PRIMROSE: We have a list of
8 priorities, yes.

9 MS. LIOTTA: Right. And available funds for
10 matching. If we --

11 CHAIRMAN PRIMROSE: Yeah.

12 MS. LIOTTA: -- jump the gun on capital
13 expenditures, we may not -- we may miss a good
14 grant because we can't -- can't do the 10 or
15 20 percent match.

16 MR. PITTMAN: A hundred percent.

17 MR. DIPOLA: I agree.

18 MS. LIOTTA: So timing is important.

19 MR. DEDGE: Not to mention the unexpected
20 things that pop up.

21 MS. LIOTTA: Yeah. I mean, lightning strikes
22 can take out --

23 MR. DEDGE: Absolutely.

24 MS. LIOTTA: -- a lot of equipment.

25 MR. DEDGE: Absolutely.

1 MR. PITTMAN: Agreed.

2 MS. LIOTTA: So that -- there's is definitely
3 lightning in Florida.

4 All right. I did have a couple of questions.
5 This first column, it says actual year-to-date, you
6 know, June 2025. So am I right that that is the
7 full expenditure for the fiscal year or is there
8 like a month missing? Does -- is that number like
9 the -- what we actually ended up spending against
10 budget?

11 MR. PITTMAN: Explain that?

12 MS. WORLEY: Yes. The act- -- the second
13 column, the actual 6th of June of 2025, that is the
14 actual financials for June, and that was what was
15 used to create to -- the projection. The
16 projection is a calculation, if you will, of the
17 actual.

18 MS. LIOTTA: So that's the -- the difference
19 between the actual and the projected is that like
20 the last month? So the projected is really what
21 we --

22 MS. WORLEY: Projected is --

23 MS. LIOTTA: -- we really spent --

24 MS. WORLEY: -- what we really spent up until
25 that point in this fiscal year. We took a

1 calculation, divided that by 9 months, multiplied
2 it by 12 months, and that's where we got our
3 projected.

4 CHAIRMAN PRIMROSE: We're missing a quarter of
5 actuals --

6 MS. LIOTTA: Yeah.

7 CHAIRMAN PRIMROSE: -- I think is the
8 question. And, I mean, I understand we're only 13
9 days into the new fiscal year, so there's probably
10 some outstandings from the last quarter of the
11 fiscal year.

12 What I'd like to -- and I'm sorry for cutting
13 you off. I was just asking general counsel. One
14 of the things I think we can do, because we don't
15 have Q4 of 20 -- of the budget 24-25 to know what
16 the actual FY24-25 budget is, is we can -- any
17 changes we make today, we can pass -- we can do
18 this and we have our meeting Wednesday.

19 Once all of the accounting comes in for Q4 of
20 FY24-25 and we know what the actual was, we can go
21 back and always address anything else that we --
22 that we need to.

23 So -- because I had the same question as you.
24 You know, we're sitting here, why don't we have
25 full actuals? But it's probably going to take

1 another couple of days before all of that
2 accounting is finalized, right?

3 MS. WORLEY: Oh, at least, yes, sir.

4 And just to bring to point the professional
5 services. If you look at the actual year-to-date
6 of 584,000, a lot of that was front-loaded, if you
7 will, because a lot of the big legal expenses
8 occurred in June and prior. So that skewed your
9 projection. If you take that and divide it by nine
10 months and then multiply it by 12, you get the
11 million one.

12 CHAIRMAN PRIMROSE: Uh-huh.

13 MS. WORLEY: But we don't anticipate having
14 those exceptions any longer. So instead of using
15 the projection, we calculated what the actual
16 expenses are anticipated to be.

17 CHAIRMAN PRIMROSE: And I just want to put
18 some, like, perspective on this for folks.

19 Where I work at the Port, our board approves
20 our budget in the late spring of 20 -- so they
21 would have -- they would pass the budget spring or
22 maybe early summer, and so they only had six months
23 of actuals.

24 And so, there is -- you know, just by the
25 nature of what we are, there's going to be a lot of

1 projecting out and we won't know until -- we'll
2 know at the next board meeting what the actuals
3 were and then we can always reevaluate from there.

4 MR. DIPOLA: Not that -- just a point of
5 clarity. Sorry.

6 The -- the actual column, I understand that
7 was actual as of June '25 because it's not
8 reasonable to have the next quarter yet and the
9 projected is just a proration. But I notice some
10 things, like you just mentioned professional
11 services at 584, and you said divide it by 9,
12 multiply it by 12 to get projected. But it looks
13 like probably as of June -- that actually is as of
14 June, so it was probably divided by 6, multiplied
15 by 12 to get your 1.2 million.

16 And so it looks like some of these things,
17 like fuel service revenue, was divided by 9
18 multiplied by 12, whereas other things were 6
19 multiplied by 12. It seems like there's a
20 different proration on certain line items.

21 MS. LIOTTA: Or it could be, I'm guessing
22 here --

23 MR. DIPOLA: Different expectation.

24 MS. LIOTTA: -- well, there are some things
25 that are known, like Akerman's.

1 MR. PITTMAN: Bingo.

2 MS. LIOTTA: The Akerman's, it's --

3 MR. DIPOLA: Okay.

4 MS. LIOTTA: -- invoices are there, just not
5 paid.

6 MR. DIPOLA: Okay.

7 MS. LIOTTA: So maybe that it's not really a
8 proration; they just add that.

9 MR. DIPOLA: But the projected is a fair
10 assumption for right now.

11 MR. PITTMAN: Right.

12 MR. DIPOLA: Okay.

13 MS. LIOTTA: Okay. I do have some questions
14 on professional development.

15 So, last year, fiscal year we're just rolling
16 off of, the total budget was \$8,200 a year. And I
17 think that was fairly consistent with some
18 historical years past. But the actual is somewhere
19 expected to be in the neighborhood of \$35,000
20 rounded up.

21 Can you explain where those funds were spent
22 last fiscal year? Like, on what exact trainings?

23 MR. PITTMAN: You want an itemized list?

24 MS. LIOTTA: Yes, please.

25 MR. PITTMAN: I don't have the itemized list

1 in front of me.

2 MS. LIOTTA: Was it -- well, let me just cut
3 to the chase. In prior board meetings, I
4 understood you to say that those funds went to pay
5 for your training specifically --

6 MR. PITTMAN: Well, no.

7 MS. LIOTTA: -- and majority.

8 MR. PITTMAN: No.

9 MS. LIOTTA: So that's not the case.

10 MR. PITTMAN: So \$500 a month, which was
11 agreed upon by the board, was in there.

12 MS. LIOTTA: Well, I will just say for the
13 record that I disagree that the board actually
14 approved that. That's a matter of fact that we'll
15 have to go back to the record to determine.

16 But you're saying that 500 a month for your
17 benefit was in there. Was there anything else in
18 there, in the actual expenditures made, that were
19 not for your benefit?

20 MR. PITTMAN: Yes. We had other trainings for
21 other individuals that were included in there as
22 well. Myself and others.

23 MS. LIOTTA: Do you have any rough guesstimate
24 of what was in the "or others" category?

25 MR. PITTMAN: No. I wasn't prepared to be

1 asked that question, but I can provide that for you
2 no problem.

3 MS. LIOTTA: And so, your anticipated funds
4 that you're asking for going forward, is that based
5 on the same assumption that you're getting \$500 a
6 month, plus other trainings for your own benefit?

7 MR. PITTMAN: No, because I finish my degree
8 next month and so I won't be going -- I'll be done.
9 I'll have my master's next month and I've already
10 sent a letter -- an e-mail to staff saying stop the
11 \$500 because I'm in my last class.

12 MS. LIOTTA: So where is the \$29,000 being --
13 I mean, there must have been some specific
14 training, some specific personnel. That's just a
15 really big chunk.

16 MR. PITTMAN: Absolutely. Absolutely.

17 So, like I said earlier -- and I -- and I
18 appreciate the question. So, like I said earlier,
19 most of the staff here has been here less than two
20 years, rights? And so that's a lot of people we
21 want to get up to speed, right?

22 Now, did we think that we would get that
23 29,000? No. But we were shooting for the stars.
24 And the reason why, I want to be able to keep
25 the -- I'm thinking about the ROI. So -- so we

1 won't have to depend on consultants. We won't have
2 to depend on outside -- I think one of you
3 mentioned it earlier where you said, hey, one
4 person can do more tasks.

5 That's what we want. So, for example, let me
6 use Connie Worley who sits beside me. If she
7 learns about how to write grants, she's also my
8 controller, so that's one less thing that we need
9 to outsource.

10 And -- and there is a level of education that
11 I want to provide for the said employees so we
12 don't have to ask questions. I've got two of my
13 personnel in the back that are operation
14 supervisors. So if they know about 139 completely
15 in and out and compliance, we won't have to rely on
16 others to come in and assist us, which in turn in
17 the next fiscal year, I believe will save us that
18 money because now we have the education and the
19 ability to maintain most things in-house.

20 And that's what I've seen most airports do
21 that are -- are moving forward successfully. You
22 don't outsource everything; you maximize the people
23 that you have, right? And then now you have the
24 one-offs. And I think that the ROI will be
25 beneficial to us all.

1 MS. LIOTTA: Well, I'm not here to argue about
2 the benefit of training. That's not a fight I'm
3 trying to pick.

4 MR. PITTMAN: Okay.

5 MS. LIOTTA: My question is really to, if you
6 had specific things in mind for this budget for
7 specific people. Because if not, we could instead,
8 you know, budget something lower --

9 MR. PITTMAN: Gotcha.

10 MS. LIOTTA: -- and then if specific trainings
11 that make sense are identified, staff could always
12 come to the board to amend the budget and, you
13 know, account for those things as they come. It
14 doesn't sound like there's a structured plan behind
15 this number. And that's what I was asking about.

16 MR. PITTMAN: It is. And there is a
17 structured plan behind that number, and it's due to
18 most of the trainings taking place in November and
19 December.

20 So there is two -- for example, two financial
21 trainings taking place in December, a grant -- I'm
22 sorry, November/December. There's a grant training
23 taking place in December, but we can give you that
24 list. And there's also some other trainings we
25 just finished with the wildlife training. And so

1 we've got other things that are encompassed in
2 this, and we can provide you with a list to the
3 board. That's -- that's no problem.

4 Like I said, we're shooting for the moon to
5 get everybody up to speed. So, that way -- because
6 one of the things I told staff a couple of months
7 back is, we've got to get a point where we're not
8 calling people to say how we run our home.

9 We've got to make the decisions, we've got to
10 provide the board with the best information and not
11 relying on other people to guide us. Because this
12 is ours. So who -- who best to know how this place
13 should work or who should care but the people that
14 come here every day?

15 And so, education to me -- like I said, I'm
16 about to finish my master's, it's very important,
17 and so utilizing the assets we have here, people, I
18 want to invest in those people and educate them to
19 how to better perform their jobs. And then I
20 see -- but long story long, I think I'm rehashing
21 what I've already said, but I can provide you with
22 that list, no problem.

23 MS. LIOTTA: Okay. Yeah --

24 MR. DIPOLA: Can I piggyback of that?

25 MS. LIOTTA: Yeah, go ahead.

1 MR. DIPOLA: Sorry. Just real quick. The
2 cost, just for clarity --

3 MR. PITTMAN: Yes, sir.

4 MR. DIPOLA: -- is that cost of training,
5 like, hey, this course costs a thousand dollars to
6 take, or is the time of personnel included in that
7 training?

8 MR. PITTMAN: No. So it is the training
9 itself. All right. So --

10 MR. DIPOLA: So the personnel costs, where
11 they would essentially be on overhead or
12 training --

13 MR. PITTMAN: Uh-huh.

14 MR. DEDGE: -- would be separate in addition
15 to --

16 MR. PITTMAN: Yeah, so that's going to be -- I
17 mean, they're on the clock still.

18 MR. DIPOLA: Okay.

19 MR. PITTMAN: Uh-huh. And I will be honest
20 with you, a lot of these trainings are more than a
21 thousand dollars. Right now we've got some, you
22 know what I'm saying, that are smaller, but the big
23 ones that encompass a few days are more.

24 MS. LIOTTA: All right. Well, I think that
25 this ties in pretty tightly to the personnel and

1 benefits line item.

2 Just for example, if there's an idea of having
3 an FTE who's doing grant writing and then training
4 for that on top of it, if we decide we don't want
5 to approve that, that cuts both of those line
6 items. I mean, there's plenty of professional
7 grant writers out there, and I'm not -- I'm just
8 using that as an example. I haven't seen the
9 breakdown of the payroll and what the ask -- and
10 this 1.99 ask, what specifically is that. And what
11 does that then roll into on these associated costs?

12 I don't think we have enough information to
13 make any kind of nuance decision today. I -- which
14 is why I would prefer to be more conservative and
15 approve a budget that is more in line with last
16 year's budget and then on a case-by-case basis,
17 even if it has to be monthly, you know, the budget
18 can be amended when we're adding in additional
19 spend once we've had more than one meeting to look
20 at something. That would be my proposal. And with
21 that, I'm done.

22 CHAIRMAN PRIMROSE: I just -- let me build off
23 of that just so that I think we all are -- we all
24 know what we're working with here.

25 So, on the personnel and benefits, the 1.42

1 budgeted for last fiscal year was -- did that
2 include the full contract amount for you?

3 MR. PITTMAN: No.

4 CHAIRMAN PRIMROSE: Okay. So, we have to
5 add -- whether it's 306 or the other number that I
6 heard, we have to add a minimum of 306 to what was
7 budgeted, otherwise we don't have budget to pay
8 a -- an interim executive director while we figure
9 out the next step. So that automatically puts us
10 at 1.7.

11 MS. LIOTTA: I would -- I would caution the
12 new board members about making assumptions on that,
13 because I don't have a recollection, and I've
14 looked at the minutes, of the board ever approving
15 that specific salary number.

16 I do have a recollection of prior when we had
17 Mr. Topp, and to my memory, but I haven't been able
18 to locate, like, a transcript where the approach
19 was, we hire the interim at the same salary that
20 the former executive director had. We just keep it
21 same-same while we do a search.

22 And the former executive director, the last
23 one that had that permanent job was Ed Wuellner and
24 he was getting paid I think less than \$250,000 a
25 year.

1 So I don't think this board should be tied to
2 the idea that interim or the next -- the next
3 permanent executive director should be paid
4 anywhere near 300-plus thousand dollars a year.

5 CHAIRMAN PRIMROSE: And that's a, yeah, fair
6 conversation to have. I guess what I was looking
7 at is, when I went through everything, just
8 taking -- if we just take the 1.4 budgeted from
9 last year and add some significant interim, you're
10 in the 1.65, 1.7.

11 MR. PITTMAN: Bingo.

12 CHAIRMAN PRIMROSE: Then the question I was
13 going to have after that was -- because you did
14 send me an org. chart and you sent me salaries. So
15 of -- who else on the salary was not included in
16 last year's approved budget?

17 MR. PITTMAN: So you had -- so, salary-wise,
18 you have -- you have the executive assistant.
19 Hourly-wise, you have the operations assistant.

20 CHAIRMAN PRIMROSE: Okay. So, that's kind of
21 where -- and I hear what you're saying. I guess
22 where I was kind of coming from is I look at some
23 of what our staff is and I think we're -- I think
24 we're understaffed in expertise.

25 I think, you know, as I look at this, you

1 know, who is -- who's our expert in procurement and
2 making sure that we're, you know, following
3 procurement? Do we have -- and I hear what you're
4 saying on some people are dual trained on it, but I
5 almost took a look at the org. chart and said I
6 think we're missing some key expertise.

7 And I'd almost rather be in a position where
8 we've got a budget on salaries that is kind of just
9 understanding the baseline with a little bit of
10 wiggle room, and then to your point, as we discuss
11 the staffing plan and everything else, we can
12 always go back and amend.

13 I just don't know if I see the harm in -- I'm
14 trying to pull back the minutes -- or the agenda.
15 I don't see the harm in necessarily keeping that
16 just like baseline of what's being proposed,
17 understanding that it didn't include certain things
18 or maybe we peel it back a little bit, but --

19 MR. DIPOLA: Clarification on that, not
20 being -- it -- it had somebody for executive
21 director, though, right? Or did it have no
22 executive director?

23 MR. PITTMAN: It was at a very -- so if you
24 look at that budget --

25 MR. DIPOLA: At a different rate.

1 MR. PITTMAN: -- it was a very -- the reduced
2 rate.

3 MR. DIPOLA: Probably in the 200 or 250 rate,
4 so not a difference of figure --

5 MR. PITTMAN: It was like 225.

6 CHAIRMAN PRIMROSE: Okay.

7 MR. PITTMAN: Like 275.

8 CHAIRMAN PRIMROSE: So -- so add -- add
9 another hundred just so we've got wiggle room.
10 You're now at 1.5. What other FTEs were not -- or
11 salary increases were not included in the 1.5 that
12 was budgeted?

13 MR. PITTMAN: That's it. That's the two I
14 named.

15 MR. DIPOLA: There --

16 MR. PITTMAN: My director of operations is --

17 MR. DIPOLA: I was going to say there's a
18 director of ops that would go above this
19 2.0 million. Were they in last year's budget,
20 though?

21 MR. PITTMAN: No.

22 MR. DIPOLA: Okay. In neither.

23 MR. PITTMAN: Uh-huh.

24 MR. DIPOLA: So that's apples.

25 CHAIRMAN PRIMROSE: So, I mean, if you take,

1 add an extra hundred to what was budgeted last year
2 plus -- do we have a ballpark of what this position
3 might run on the open market for an ops?

4 MR. PITTMAN: I do have a compensation --
5 excuse me. I did do a compensation survey. I
6 don't know off the top of my mind. I mean, it
7 depends.

8 It typically runs between -- actually, I do.
9 It's between 90, depending on the airport, the
10 percentiles. It's 90,000 up, and I'm not even
11 going to go with the upper end of airports, but I
12 would say it's about 160, the way it goes.

13 CHAIRMAN PRIMROSE: Okay. So if we just like
14 just -- I mean, we can -- we can pick like 105 to
15 be somewhere in the lower end, but not the lowest
16 end because we want to be competitive. So if
17 you've 1.5. You add another 105, you're at the
18 1 -- 1627, 16 -- 1,630,000, somewhere in there.

19 But that really doesn't leave for any
20 augmentation to add -- what I -- I truly believe
21 we're missing staff. And I'm not saying that those
22 are necessarily six-figures staff, but I think
23 we're understaffed and I would rather see the
24 budget room so that once we go through the staffing
25 plan, we don't have to then also amend the budget,

1 we can just say, yeah, we know that we've got
2 budget room to add that FTE. And there's no harm
3 in -- in building that buffer in there.

4 MR. DIPOLA: So long as that's an expectation.

5 CHAIRMAN PRIMROSE: Yeah. I mean, we --

6 MR. DIPOLA: That's inclusive.

7 CHAIRMAN PRIMROSE: We can -- we can put -- we
8 can put language on it, right? I mean, we're at a
9 board meeting. We're the ones that really direct
10 it. So we can say, you know, there are -- this
11 additional budget room is for the -- A, the hiring
12 of an ops person and additional staff as we --
13 after we do our staffing plan.

14 I just don't want -- I think we're -- I think
15 we'd be in a bad spot if that's the one item that
16 we start trying to hit. I think, like the
17 professional development, even though it's a
18 smaller budget item, I cued in on that, too. Like
19 that one seems a little bit high. So I think we
20 can build a little bit extra buffer in other line
21 items.

22 MR. ROBERTS: Mr. Chairman? Through the
23 Chair?

24 CHAIRMAN PRIMROSE: Yes, please.

25 MR. ROBERTS: Just to give some context to

1 some of the questions about last year's staffing
2 levels and this year's staffing levels. As some
3 context, not only they're -- whether they're
4 included or not, but I think also the duration of
5 time.

6 So, significant a data point is -- is May of
7 2024. If you can believe this, the building was
8 empty. There was no one there but the receptionist
9 and a bookkeeper that worked at home. And it
10 wasn't because after hours. These were working
11 hours. Everyone else had elected to go somewhere
12 else to work. The then executive director had
13 resigned. Mr. Pittman indicated he wanted to go
14 back to being a full time -- you know, working in
15 the tower. There was no one in the building in
16 that month.

17 And -- and to your point of skill drain,
18 it's -- it's profound and it is one of our
19 compliance items. So we are graded on our bench
20 depth. We're graded on the duration of time that
21 people have had trying to pass a 139 inspection and
22 things like that. So all these people back here in
23 the back row, you see a lot of youthful faces,
24 they're all on their first job for their first
25 time.

1 And so, I don't know without getting into the
2 weeds of what that number last year came from, but
3 it's been the last 18 months that Mr. Pittman has
4 had the challenge of restaffing, and restaffing in
5 a way that can pass an FAA inspection. Where
6 one -- those are one of the graded items.

7 So for -- just to conclude, for example, some
8 of those training items, this -- this team
9 literally followed FAA inspectors around at other
10 airports in Florida to learn their jobs. And we've
11 leaned in on a lot of organizations. Our trade
12 association has helped us. The American
13 Association of Airport Executives that
14 Mr. Pittman's a member of has helped us. Other
15 colleagues at other airports have helped us as
16 well.

17 But I might start with the org. chart and let
18 that assessment that you just made of being -- of
19 having some skills that were absent. We've never
20 had a chance to -- to exhale and do that in a
21 contemplative way. So that -- that might be a
22 really good place that would have real benefit for
23 the long-term plan, is org. chart first and let
24 that drive --

25 CHAIRMAN PRIMROSE: Yeah.

1 MR. ROBERTS: -- your decisions and so forth.

2 CHAIRMAN PRIMROSE: That's why I suggested
3 maybe on that column. But I do -- and I've got a
4 couple of other questions and then we'll go back.

5 So I do agree on the T-hangar revenue, that it
6 might be beneficial to drop that revenue to be a
7 little bit more conservative on what we would
8 actually gain. Because I think you're right;
9 there's going to be potential delays.

10 I'm maybe not as hopeful on the incidents --
11 incidental inconsequential damages being recouped
12 because, I don't know, the contract may actually
13 allow for a longer completion time than what we --
14 you know, if they say, oh, we're going to be done
15 by this month, but the contract may actually allow
16 them, you know, an extra 90 days from there.

17 So I wouldn't be so confident that we'll ever
18 get damages if they're delayed, but what I would do
19 is be more conservative on the budget and maybe
20 drop it down to, you know, nine months or eight
21 months of revenue that might actually be gained
22 there.

23 And then as they come online, and as you
24 mentioned you've got to notify somebody, give them
25 three days, notify another, like, let's just build

1 that into the budget that we're not going to
2 generate revenue from the new T-hangars of not even
3 ten months, which you're saying right now you think
4 may be December.

5 I would -- I would maybe say we're not even
6 going to gain full revenue eight months, nine
7 months. Like, just being conservative on it
8 because then we might be pleasantly surprised --

9 MR. PITTMAN: Right.

10 CHAIRMAN PRIMROSE: -- you know, if we get
11 some people earlier.

12 On the flow rates that you had mentioned in
13 the revenues, is there a CPI increase year over
14 year on that or is it just flat, we're stuck at --

15 MS. WORLEY: Flat.

16 CHAIRMAN PRIMROSE: Okay.

17 MS. WORLEY: It needs to be renegotiated.

18 CHAIRMAN PRIMROSE: Okay. I was going to say
19 or can we have a conversation with the -- our
20 partner on that?

21 On the professional services, I think you're
22 smart -- so if I did the math right on the 700,000,
23 that's 53,000 a month. In all of those various
24 people, if I've looked at the legal contracts, like
25 I think we'll be okay as long as we keep these

1 meetings short and we don't get into any more
2 lawsuits. So I think we've built a pretty good
3 buffer in there on the professional services. I
4 wouldn't be shocked to see that we actually come in
5 under budget if we all are smart about it.

6 Travel and per diem, I'd like to see that
7 dropped.

8 MR. PITTMAN: Okay.

9 CHAIRMAN PRIMROSE: I think 10,000, given
10 what -- what happened last year through
11 three-quarters and even the projected and even
12 budget. So I would either say go back to
13 prior-year budget of 6,000 or maybe you do a very
14 small increase, but I'm going to guess that the
15 10,000 was not based on what -- like
16 Board Member Liotta was talking about, which is,
17 you know, write down all of the events that you go
18 to that you typically travel to, you provide a
19 small uptick, because like airfare might increase
20 or, you know, the federal mileage reimbursement,
21 so. Again, this is just Board Member Primrose
22 talking, I would love to see the travel be more in
23 line with last year.

24 Board Member Chapman had mentioned on the
25 vehicles. I'm fine with kind of what we have.

1 What I would like to see moving forward is a fleet
2 list of all vehicles that are owned by the port --
3 by the airport, their ages, their mileage, and then
4 if we've got some experts on staff that are, you
5 know, gearheads who can come up and say, you know,
6 projected maintenance versus this vehicle needs to
7 be replaced in a year or two.

8 That would help us as we're looking at the
9 repair and maintenance of, you know, maybe we can
10 push off a vehicle purchase a year or two, or, you
11 know, there's tons of state contracts out there.
12 Bozard Ford has a state contract through the FOP.

13 MR. PITTMAN: Yeah.

14 CHAIRMAN PRIMROSE: So -- but we as the board
15 need to see what all of our fleet vehicles are,
16 what their status is, and the recommendations.

17 This is more for the -- for the community and
18 the users of the airport on the fuel. I want -- I
19 want there to be an open discussion. So, as I
20 heard the -- Mr. Pittman say, maybe the fuel is,
21 we're not getting the revenue that we could, but we
22 also don't want to jack up fuel prices to where
23 you -- the users get upset. So, my just commitment
24 to the -- to the users of the airport is whatever
25 we do on fuel, it will be an open conversation

1 where there can be an agreement.

2 And I like the idea of the hedging, but, you
3 know, fuel prices are dropping, so it might not be
4 smart for us to hedge right now. But whatever we
5 do, it needs to be a discussion where you are all
6 involved, because if it includes increasing the
7 price for fuel, we don't want that to, A, be a
8 shock and we don't want you to leave because we've
9 increased it too much. That is just a -- a
10 conversation to the -- to the general.

11 MS. LIOTTA: I would just comment that that is
12 an actual issue today even at today's prices. I've
13 heard plenty of tenants who when they're out
14 flying, they stop off somewhere else to get fuel
15 even though this is their home airport.

16 CHAIRMAN PRIMROSE: Okay.

17 MS. LIOTTA: It's -- it's that sensitive of
18 the issue.

19 CHAIRMAN PRIMROSE: Yeah. And that's just the
20 conversation that we need to -- we need to have
21 openly with everybody before we do anything. But
22 I'm open to all the feedback on how we can address
23 that.

24 So those are my comments related to the
25 budget. I want to open it back up to any of the

1 board members if they have any additional comments.

2 MR. DEDGE: I just want to put a caveat on
3 what Mr. Roberts said about the training and the
4 folks back there in that room.

5 And training's -- and I come from military
6 background -- it's one of the most important things
7 that we can do for our folks. And, I mean, you
8 know, putting a cap on -- on the training is --
9 is -- I get where we're coming from with that, but
10 I want to stay open a little bit on the training.
11 But also, once we train them, I want to keep them.

12 MR. DIPOLA: That's the goal.

13 MR. DEDGE: That's one of the most important
14 things we can do because, I mean, it's -- it's just
15 like these big corporations, yeah, they train
16 people and then they walk out the door and then
17 they're back to square one.

18 I don't want to be back to square one. Once
19 we train these -- these folks and get them where
20 they want to be, I want to make sure we -- we keep
21 these folks.

22 And that's important because everybody --
23 everybody wants to learn a new job, and they want
24 to be qualified. I mean, it's just like when you
25 get your pilot's license. You know, you don't want

1 to stop at -- at -- at Joe Schmo pilot. You want
2 to go to commercial, you want to go to ATP, you
3 want to get as many ratings as you possibly can,
4 not just private pilot.

5 So, I -- I'd like to see us keep that training
6 budget a -- a little bit higher than where we're at
7 to make sure that we -- we get these people
8 properly trained and keep these people.

9 MS. LIOTTA: And I think --

10 MR. DIPOLA: I want to --

11 MS. LIOTTA: Oh, I'm sorry. You go ahead.

12 MR. DIPOLA: Well, I wanted to piggyback on
13 that, actually, because I know there was some
14 discussion about it being high.

15 I mean, actually I think it's -- it's probably
16 five times worse than what we're looking at,
17 because typically my training costs for my team,
18 it's generally staff time. And I've tried to
19 explain it's exponentially more than the cost of
20 the training.

21 MR. PITTMAN: Yeah.

22 MR. DIPOLA: But despite that, I would still,
23 even though I'm a little bit concerned about
24 personnel and benefits, I wouldn't touch the
25 training strictly because of retention. If we've

1 gone over turnover and brain drain, we've got folks
2 committed at the airport, then I think that's a
3 good way to keep folks. I would like to see the
4 list, though.

5 And also I'd like to just throw this out as a
6 recommendation. Florida has FCCM training --

7 MR. PITTMAN: Uh-huh.

8 MR. DIPOLA: -- that can be done. And also
9 through FSU, there's a CPM program for a certified
10 public manager. I think both those might be good
11 ones to consider. But I agree with the -- the
12 training. We do want to keep them, though.

13 MS. LIOTTA: Yeah, I think to piggyback a
14 little bit more on the retention, I see a little
15 bit of tension in some ways.

16 Like, yes, I agree that recruitment and
17 retention of employees is -- is very important, but
18 we're also looking at bringing in a new -- doing a
19 search for a new executive director. And we would
20 be putting a lot of the future planning of
21 personnel with that person.

22 So, front-loading a lot of trainings and
23 things that, you know, maybe there's been -- maybe
24 the new executive director is going to identify a
25 different structure, assortment of skills, and like

1 want to have some say in, like, who does what
2 training, what person to bring in.

3 And so, I'm not arguing against training, but
4 I think that, you know, we're -- this next year is
5 not in my mind, you know, business as usual down
6 the line with -- with personnel.

7 MR. PITTMAN: If I may? If I may? If I may?

8 CHAIRMAN PRIMROSE: Yeah, I'm sorry.

9 MR. PITTMAN: I hear what Board Member
10 Mrs. Liotta says, and that was the thinking as to
11 why I was told not to hire a director of
12 operations.

13 But I will say this. These positions, what do
14 we want to do? Right now, we are -- as an airport,
15 we have this cloud over us, right? I was here -- I
16 arrived on the scene, for most of you board
17 members -- for you two remaining board members at
18 the last interview of the last two executive
19 directors -- I mean, people that applied for the,
20 position.

21 I sat here and I took notes. I looked at
22 them, and I was like, I could destroy these guys
23 coming out the tower, right? Why was I able to
24 say? You could say, well, I'm being arrogant. No.
25 Because what was going on at the time, we didn't

1 appeal; we just didn't. And if we're honest with
2 ourselves, we will admit that.

3 And so, one of the things that I can help
4 you-all do, whether it's me or not, is have
5 something here for when that person arrives, they
6 can say, hey, the controller knows what she's
7 doing, right? The operations supervisors know what
8 they're doing, and it's not a heavy lift.

9 Because please believe I know what it's like
10 trying to fill these positions and you -- what's
11 the hardest thing to do? Hire somebody, right?
12 And then you're hoping everything works out, right?

13 And then with this cloud that's been over us,
14 it's hard to keep people, it's hard to them morale
15 high, right? Because, one, they're worried about
16 my future, their future, everybody's future with
17 all this going on.

18 And so, one of the things that we can do,
19 that's why we put -- going back to the training,
20 because I'm military, too, and training is
21 something you can do to inspire and motivate a
22 person because they feel like they're growing.

23 But one of the things we haven't done in the
24 last year is grow. We've been in a perpetual
25 circle, all right? And so, I need to be able to

1 give them something that they can say, hey, the
2 last year of my life was worth it because I'm
3 learning something and I'm gaining something.

4 We've learned how to survive around here. But
5 part of my job to prepare this place for the next
6 person whether it's me or not. If it's me, I have
7 an all-star roster. If it's not, they won't talk
8 bad about me when I'm gone. So that's what we
9 should be doing and focusing on. Thank you.

10 MR. DEDGE: Courtney, it also builds morale.

11 MR. PITTMAN: A hundred percent.

12 MR. DEDGE: It makes people happier, and when
13 they're happier, they're going to do a better job.

14 MR. PITTMAN: A hundred percent.

15 CHAIRMAN PRIMROSE: I think -- and I'd ask
16 counsel on this. I think one of the things we can
17 do to maybe help kind of ease some of the concern
18 that would just be wasted is we could maybe put a
19 cap on -- so we keep -- we can keep the
20 professional development where it is, but require
21 preapproval by the board of -- of any training
22 program that's above a certain amount. So that at
23 least we're getting feedback on knowing what the
24 trainings are.

25 So, you know, if it's a -- if it's a \$750

1 training, you know, we probably aren't that
2 concerned, but if there's -- if you saying
3 somebody's going to get a \$5,000 training that's a
4 week long, we would get, you know, notification.
5 That might be a way to ease concern.

6 MS. LIOTTA: I think that's -- yeah, I think
7 it's -- I like that suggestion. On one hand, we
8 don't want to be trapped in amber waiting for the
9 next process on finally getting a permanent
10 executive director.

11 I mean, it's been well over 600 days. It's --
12 it's -- it's too long. We need to make a decision.
13 But at the same time, you know, going pell now is a
14 little bit of a concern. So I do like that
15 suggestion.

16 CHAIRMAN PRIMROSE: So I've been advised, and
17 just if I can recapture what we need to do, any
18 particular thing that we want changed in this
19 budget, so like I had asked for the revenue on the
20 T-hangars to drop. All of these we have to -- do
21 we have to separately vote on all of these or can
22 we just do one big?

23 MR. WALKER: You can put them all together --

24 CHAIRMAN PRIMROSE: Okay.

25 MR. WALKER: Through the Chair, you can put

1 them all together and ask them to amend the
2 budget --

3 CHAIRMAN PRIMROSE: Okay.

4 MR. WALKER: -- ask the staff to amend the
5 budget, and then what will happen is, is the budget
6 as amended will be brought for final approval on
7 Wednesday's full budgetary meeting --

8 CHAIRMAN PRIMROSE: Okay.

9 MR. WALKER: -- if that makes sense, and then
10 there'll be public comment and stuff like that.

11 CHAIRMAN PRIMROSE: Okay. So let's do this.

12 Does anybody have any objection to my
13 recommendation that we drop the revenue projection
14 on the T-hangars to, let's -- let's use like eight
15 months?

16 MR. DIPOLA: I do.

17 CHAIRMAN PRIMROSE: Okay. You do? Okay.

18 MR. DIPOLA: I think that if anything, we need
19 to -- I don't think the T-hangars are
20 self-sustaining right now and I think we need to
21 include like, hey, these are going to come online,
22 let's maximize them. I think at least the 19 need
23 to be included.

24 I would -- I would almost argue for the full
25 year, but if they estimated ten months, I'm fine

1 keeping it as is, but I don't want to drop it.

2 CHAIRMAN PRIMROSE: So let's ask that. So how
3 many hangars are going to come online -- like, so
4 we're in October.

5 MR. PITTMAN: Yes, sir.

6 CHAIRMAN PRIMROSE: We're in the fiscal year.

7 MR. PITTMAN: Yes.

8 CHAIRMAN PRIMROSE: When are the first batch
9 going to come online and how many?

10 MR. PITTMAN: All right. So the first batch
11 is scheduled -- they were end of October. They're
12 coming online the beginning of November now.

13 CHAIRMAN PRIMROSE: Okay. So -- but we don't
14 know who's going to take them over.

15 MR. PITTMAN: Correct.

16 MR. DIPOLA: But you don't have to go one by
17 one, right? You can go and offer them 19, and you
18 don't know if those 19 will take.

19 MR. PITTMAN: No.

20 MR. DIPOLA: So you're going to have to kind
21 of --

22 MR. PITTMAN: No. All right. So -- all
23 right. No. Okay. So great question. I'm glad
24 you asked this.

25 So, going off the T-hangar waiting list,

1 you've got to go down that list. Otherwise we'll
2 be back here with a whole bunch of upset T-hangar
3 waiting list individuals who are upset --

4 MS. CASH-CHAPMAN: But the initial 19.

5 MR. DIPOLA: Yeah, but the --

6 MR. PITTMAN: The initial 19 --

7 MS. CASH-CHAPMAN: We can do 19 at once.

8 MR. PITTMAN: So -- okay.

9 MS. CASH-CHAPMAN: Help me understand this.

10 MS. LIOTTA: Yeah, I'll -- I'll hold my wait
11 list comment, but I do have a major concern about
12 the wait list.

13 MS. CASH-CHAPMAN: We all have major
14 concerns --

15 MS. LIOTTA: No. I mean, it's been changed.

16 CHAIRMAN PRIMROSE: Can I -- let me -- let
17 me -- time out. Can I ask counsel?

18 MR. ROBERTS: Yes.

19 CHAIRMAN PRIMROSE: So there's a -- there's a
20 difference -- do we have to -- we've got 19
21 available.

22 MR. ROBERTS: Yes.

23 CHAIRMAN PRIMROSE: Do we have to offer the
24 first one to the first person and then wait until
25 we get the first one leased and then move to the

1 second? Or can we -- for all 19, can we send out
2 to the first 19 people and say we've got 19?

3 MR. ROBERTS: It's as though --

4 CHAIRMAN PRIMROSE: What's the --

5 MR. ROBERTS: It's as though 19 people moved
6 out overnight, and -- and Ms. Buonsanto's not here,
7 but she would start calling and fill those 19 boxes
8 going right down the list. So -- so the answer is,
9 yes, you can do them all at once.

10 CHAIRMAN PRIMROSE: Okay.

11 MR. DIPOLA: But you have to wait three days
12 or whatever and that list may change, but you make
13 the office --

14 MR. ROBERTS: Yes.

15 MR. DIPOLA: -- the offer up front.

16 MR. ROBERTS: Yes.

17 MR. DIPOLA: Okay.

18 MR. ROBERTS: The people -- you know, the
19 market's smart, it knows these are coming online,
20 and -- and people are kind of cued up.

21 CHAIRMAN PRIMROSE: Okay. So we --

22 MS. LIOTTA: Yeah, I do have something that's
23 may be -- may be an act -- a real financial impact
24 here.

25 It's my understanding that there was a

1 T-hangar list of X at one time. I know folks who
2 have copies of that. It has changed, and it has
3 changed in ways that have taken people who were at
4 one position and lowered them down.

5 And there hasn't been, as far as I know, any
6 transparency. There's -- I -- there's been e-mails
7 from staff members saying, Dennis Clarke was in
8 there making changes to the T-hangar list.

9 And so, I don't know what's happened, but if
10 there's -- if there's a problem there with changing
11 the T-hangar list improperly -- and I'm saying if,
12 because I don't know -- and somebody challenges
13 that they should have gotten a T-hangar when they
14 didn't because they've got a copy -- an old copy of
15 a list that says, hey, I should have been number
16 15, why didn't I get a call?

17 I -- it -- there may be -- it may be prudent
18 to make sure that we've got a good solid list; it's
19 not going to be subject to complaints before making
20 those 19 calls, and it might end up being a delay
21 in getting those T-hangars filled.

22 MR. DIPOLA: But we can be doing that now.

23 CHAIRMAN PRIMROSE: Let me -- let me ask
24 Mr. Pittman. Can you -- is there any --

25 MR. PITTMAN: We're confusing a couple of

1 different things.

2 So, what Board Member Mrs. Liotta is talking
3 about with Mr. Clarke, he was working on the
4 corporate commercial list. It wasn't the T-hangar
5 list. That was a total separate list because --
6 and that's what he was doing back in 2023-ish.
7 That was not the T-hangar list, all right?

8 Because, one, nobody understood the difference
9 between the corporate and commercial list, right?
10 Nobody could accurately explain it. That's why if
11 you notice, in the east side development policy, we
12 called it large, right?

13 And so, the T-hangar list, that wasn't the
14 case. There is -- so Roxanne Buonsanto, if she was
15 here, she would stand up and answer you. She has
16 gone back through all Cindy's e-mails all as far as
17 you can go back in the files to verify that list,
18 and we do have a T-hangar audit every year to
19 verify the individuals still want their hangar. It
20 is a long process of getting everybody to respond
21 and say, hey, we are -- I still want a T-hangar.

22 And our next mitigating tool is, with the
23 website that we'll have coming online here soon,
24 that list is going public. Now, we're going to
25 change how we do it as far as names, because I

1 don't know about you, I don't want my name, phone
2 number, e-mail, and address all on the website.

3 But the plan is, as we -- and I'll be working
4 with counsel as we get closer to push for the
5 website, is what we're thinking is assigning a
6 five-digit number to every person so that each
7 person can see where -- how they're moving on the
8 waiting list, full transparency. And then that --
9 that five-digit number will be attributed to a
10 person on a different list, right? And so, that
11 way, you don't have to call us; you can go to the
12 website, check it every couple of weeks -- we'll
13 probably do it every two weeks, do an update, and
14 you'll be able to see where you stand. But I say
15 now the T-hangar waiting list is good to go.

16 MS. LIOTTA: Okay. So have there been any --
17 so there haven't been changes to the T-hangar wait
18 list in the last couple of years? If people who
19 were at --

20 MR. PITTMAN: In regards to who?

21 MS. LIOTTA: -- number 10 -- people who were
22 at number 10 two -- a year or two years ago are
23 still -- if -- they've either moved up or they --
24 or, you know, I assume there have been some people
25 that --

1 MR. PITTMAN: If you --

2 MS. LIOTTA: Nobody's gone down in the
3 rankings, is what I'm asking. There haven't been
4 changes --

5 MR. PITTMAN: I mean, people have gone down if
6 they don't -- so, for example, the three days that
7 they'll be calling you, if you don't answer, you go
8 down to the bottom of the list.

9 MS. LIOTTA: They go down to the bottom -- so
10 they would have been offered -- that would have
11 been the only time when somebody -- like they
12 either took their name off voluntarily or they were
13 offered something. I'm just asking so your -- just
14 to be very clear, because that's --

15 MR. PITTMAN: If you know of something that
16 I'm unaware of, please share it, but I'm unaware.

17 MS. LIOTTA: So if we see a copy -- so if
18 somebody comes forward and says, here's my public
19 records request copy of the T-hangar --

20 MR. PITTMAN: Uh-huh.

21 MS. LIOTTA: -- a year and a half ago and it
22 doesn't match the T-hangar list that's today, that
23 would be a surprise to you, is what you're saying.

24 MR. PITTMAN: Well, I would say it wouldn't
25 match today. If you go a year and a half and

1 hangars have come available --

2 MS. LIOTTA: Well, yes.

3 MR. PITTMAN: -- there's going to be people
4 that's going to move --

5 MS. LIOTTA: Aside from ordinary people
6 filling hangars and either dropping --

7 MR. PITTMAN: And dropping as well.

8 MS. LIOTTA: -- off because they didn't want
9 it -- but, I mean, if someone's saying I got an
10 e-mail from the airport telling me I'm number 20 on
11 the wait list, when I got a public records document
12 that shows that I was 15 a year ago, what the --
13 what the what?

14 MR. PITTMAN: Uh-huh.

15 MS. LIOTTA: That would be --

16 MR. PITTMAN: I would love to see that,
17 all right? I'm not aware of that happening. If
18 that is happening, please share that with me and
19 then we can look into it.

20 A year and a half ago, that -- that was right
21 about my time. So I would love to see whatever
22 information you have to provide and we can look
23 into it and research it.

24 MS. LIOTTA: Okay. Can you e-mail me a copy
25 of the T-hangar wait list, please?

1 MR. ROBERTS: To the Chair, may I?

2 CHAIRMAN PRIMROSE: Yeah, I -- hold on a
3 second. I'm trying to -- I think in the best
4 interest of the airport, if there are -- if there
5 are discrepancies, it needs to be open. And so, it
6 might be beneficial to, A, send it to everybody on
7 the board. It's public record, anyways. Anybody
8 can ask for it.

9 And -- and then, Board Member Liotta, if you
10 have somebody that you believe is not matched up
11 and if you've talked to somebody, then I think also
12 bring that to not only Mr. Pittman, but I would
13 think counsel to say there's a huge discrepancy
14 because, yeah, the last thing we want is to offer
15 one and somebody come and sue because their names
16 have been changed.

17 So that would be my directive, is send the
18 list to everybody. Board Member Liotta, if you
19 know of a discrepancy, please, so that -- you know,
20 don't send it to the board because that would
21 violate Sunshine.

22 MR. PITTMAN: Got you.

23 CHAIRMAN PRIMROSE: Sent it to Mr. Pittman and
24 the -- and the board attorneys so that it can be
25 addressed on how to best approach.

1 MS. LIOTTA: And I -- just to clarify, I did
2 say this was an if situation --

3 CHAIRMAN PRIMROSE: Yep.

4 MS. LIOTTA: -- because I don't have a copy of
5 the wait list currently and only hearsay of people
6 saying they've -- they're contacted by the -- by
7 staff and told that their number doesn't match up
8 with records that they had in their possession --

9 CHAIRMAN PRIMROSE: Yeah.

10 MS. LIOTTA: -- from previously.

11 CHAIRMAN PRIMROSE: So, we -- yeah, we --
12 let's get it out there and see.

13 I think then going back to the conversation,
14 we've got the ability to offer 19 at the same time
15 to 19 individuals, do the three-day wait period,
16 and move on. So we're going to I think lean on
17 staff a little bit.

18 MR. PITTMAN: Uh-huh.

19 CHAIRMAN PRIMROSE: What is your best estimate
20 of if you offer 19 hangars up when we know that
21 they're going to be available, how quickly do you
22 think all 19 will be generating revenue?

23 MR. ROBERTS: Immediately.

24 MR. PITTMAN: Immediately.

25 MR. DIPOLA: Immediately.

1 MR. PITTMAN: Immediately.

2 MR. DIPOLA: That's what I like to hear.

3 MR. PITTMAN: Immediately. You've got 270
4 people-plus --

5 MS. CASH-CHAPMAN: No problem.

6 MR. PITTMAN: -- on the waiting list. No
7 problem.

8 MR. DIPOLA: I imagine the people that have
9 been waiting want to get in there.

10 CHAIRMAN PRIMROSE: Okay.

11 MR. PITTMAN: Yeah, 2018.

12 CHAIRMAN PRIMROSE: So -- so if we budget for
13 19 at 11 months of generating revenue -- you might
14 want to put 10 months because there's going to be
15 some --

16 MR. PITTMAN: Yeah.

17 CHAIRMAN PRIMROSE: -- lag time with
18 paperwork.

19 MR. PITTMAN: Let's do 10.

20 MS. WORLEY: Well, actually --

21 CHAIRMAN PRIMROSE: So 19 at 10 months.

22 MR. PITTMAN: We did 10 months.

23 MR. DEDGE: We're right back where we were.

24 MR. PITTMAN: That's what we did. We did 10
25 months.

1 CHAIRMAN PRIMROSE: Okay. And then the rest
2 are coming months.

3 MS. WORLEY: I had 10 of them at 11 months,
4 and 9 of them at 10 months.

5 MR. PITTMAN: So we'll do straight across --

6 CHAIRMAN PRIMROSE: I would do all 19 at 10.

7 MS. WORLEY: Okay.

8 MR. PITTMAN: Straight across 10.

9 MR. DEDGE: Have you already started
10 contacting people yet?

11 MR. PITTMAN: Oh, they call us, but yes. Yes.

12 MR. DEDGE: Yeah. I mean --

13 MS. CASH-CHAPMAN: So if we have an interest
14 list already, then that means --

15 MR. DEDGE: -- you're already -- they're
16 all -- it's already moving.

17 MR. PITTMAN: Yes. It's just waiting on them
18 to be available.

19 MS. LIOTTA: So, just a couple of detail
20 questions. These new hangars --

21 MR. PITTMAN: Uh-huh.

22 MS. LIOTTA: -- are they a premium on the
23 rent?

24 MR. PITTMAN: So we've got to -- we're
25 finished -- yes. Long story, we've got to -- yes,

1 they're going to be a premium on the rent. We've
2 got an appraisal finishing up right now.

3 MS. LIOTTA: Is there any indication of
4 interest from current tenants who might be willing
5 to pay more to move into the new hangar?

6 Is that something that is being looked at as a
7 way of saying, hey, people who were here first, if
8 they want to move and then the 19, those -- the new
9 people backfill? Or are you just going straight to
10 the new -- new -- the wait list for the brand new
11 hangars?

12 MR. PITTMAN: All right. So we weighed that
13 out for months, right, during the dead period. And
14 saying that there was ideas to go with the oldest
15 tenant -- the oldest standing tenant. Then it was,
16 hey, go down the 140 hangars and say which one of
17 you want to move into that. Then -- but at the
18 same time, the nine- -- the people on the waiting
19 list don't move, right?

20 So while I'm going through 140 hangars and
21 saying, hey, which one of you want to move into it?
22 And then getting them adjusted to the new price,
23 right, because you -- the price is all over the
24 place.

25 The best way to do it, the most transparent

1 way to do it, was to go down the waiting list,
2 right? Because I've heard, hey, you should put all
3 the helicopters on one, right? Now I'm going to
4 upset somebody else who wants an office space.

5 And just to keep it standard because I'm going
6 to upset somebody regardless, is just go down the
7 waiting list.

8 MS. LIOTTA: Follow-up question.

9 MR. PITTMAN: Yes, ma'am.

10 MS. LIOTTA: Do you allow people to swap
11 hangars if they've got -- someone comes in and they
12 got the new one --

13 MR. PITTMAN: Uh-huh.

14 MS. LIOTTA: -- but they would really rather
15 get the lower rate with an old one and people
16 just -- tenants just talk and like, hey, we'll --
17 we'll swap.

18 MR. PITTMAN: Yes, we have a swap list. We
19 have a swap list.

20 MS. LIOTTA: Okay.

21 MR. PITTMAN: The airport has a swap list.
22 Because, for example, you have tenants that want to
23 get closer to the water, right? They want to be an
24 end.

25 All right. Those people don't move. And so,

1 they might put on there, hey, whenever there comes
2 available, I would love to swap to that hangar just
3 so they can see the water and see the sailboats go
4 down. So we do have a swap list. And -- but those
5 swap lists are specifically specific to where
6 they're saying where they would like to go.

7 MS. CASH-CHAPMAN: Just for the sake of time
8 just so we can get back to the budget part and not
9 so much on the wait list, I have a suggested
10 workshop in what I have given to you guys that we
11 can talk about later that has the wait list on
12 there. So if we could perhaps just --

13 CHAIRMAN PRIMROSE: Yeah, I agree with you.

14 MS. CASH-CHAPMAN: -- stick with the budget.

15 CHAIRMAN PRIMROSE: I was -- yeah, I was
16 trying -- so -- so we're -- so we've got all 19
17 that are coming online for ten months of revenue.

18 MR. PITTMAN: Perfect.

19 CHAIRMAN PRIMROSE: And that will be reflected
20 in the budget that we see on Wednesday. Does
21 anybody have a disagreement with that? No? Okay.

22 Does anybody have -- and I'm just going off of
23 what I wanted to change and then we'll go. Does
24 anybody have a disagreement in changing the travel
25 and per diem to let's just go back to last year's

1 budget of 6,000 instead of the 10?

2 MR. DIPOLA: I don't know how you do that with
3 the training budget remaining. If you keep the
4 training budget higher, then I would assume the
5 travel would --

6 CHAIRMAN PRIMROSE: Well, if you -- if you
7 look at projected for this fiscal year, the travel
8 was 2,100 and the professional development was 34.

9 MR. DIPOLA: Okay.

10 CHAIRMAN PRIMROSE: So you're actually --

11 MR. DIPOLA: Way higher.

12 CHAIRMAN PRIMROSE: Yeah. I think -- I think
13 the travel is probably just budgeted higher but the
14 actual is not. Like if you take the projected --

15 MR. DIPOLA: Yeah.

16 CHAIRMAN PRIMROSE: -- for both of them. So
17 does anybody have any objections to lowering travel
18 and per diem down to 6,000?

19 MS. LIOTTA: No.

20 CHAIRMAN PRIMROSE: Okay. So, Mr. Pittman, do
21 you have that also?

22 MR. PITTMAN: Yes. I have you travel and
23 per diem around 6,000, is what --

24 CHAIRMAN PRIMROSE: Yeah, put it back to last
25 year's budget amount of 6.

1 MR. PITTMAN: Got it.

2 CHAIRMAN PRIMROSE: Those are the only two
3 that I have. So let's do this.

4 Board Member Liotta, any recom- -- or requests
5 on the budget change that we can all discuss
6 quickly?

7 MS. LIOTTA: No.

8 CHAIRMAN PRIMROSE: Okay.

9 MR. DIPOLA: I do think we need to talk more
10 about personnel later, but for the time being, no.

11 CHAIRMAN PRIMROSE: Okay.

12 MS. CASH-CHAPMAN: None for me.

13 MR. DEDGE: No, sir.

14 CHAIRMAN PRIMROSE: Okay. So we have those
15 two changes and I think we're all good. So now we
16 would need a motion to move the budget as amended
17 for approval -- for tentative approval on
18 Wednesday, October 15th.

19 MR. DIPOLA: Sorry. Two -- I do have two
20 little questions --

21 CHAIRMAN PRIMROSE: Yeah, please.

22 MR. DIPOLA: -- left. Just the Job Growth
23 Grant Fund mentioned completed September 30th,
24 2026, is that -- the road's supposed to be just
25 started --

1 MR. PITTMAN: No. No. I -- great question.

2 MR. DIPOLA: So there's two -- there was two
3 things that we talked about in the budget and I
4 just need clarification.

5 MR. PITTMAN: No problem. No problem, because
6 the Job Growth Grant Fund can be very confusing and
7 I had to sit down and chew on it for a while.

8 MR. DIPOLA: I just need to know what
9 completed, yeah.

10 MR. PITTMAN: So the design phase is done
11 September of next year.

12 MR. DIPOLA: Okay.

13 MR. PITTMAN: The construction phase kicks off
14 October of next year. So right now we're in the
15 design phase of the Job Growth Grant Fund.

16 MR. DIPOLA: And that's going to be
17 achievable?

18 MR. PITTMAN: Yes.

19 MR. DIPOLA: Okay. Next question was one --
20 okay. Sorry on the fuel. I'm fine with keeping it
21 as is, but I do think this revenue side be
22 increased eventually as well.

23 MR. PITTMAN: Uh-huh.

24 MR. DIPOLA: We have budgeted 1.5 million.
25 Projected 1.2 million. That 1.2 is with one op- --

1 one tank inoperable. But we're going to have
2 another tank come online and we have less proposed
3 than we do have projected. I just feel like maybe
4 we're being a little bit overly conservative on
5 that.

6 MR. PITTMAN: No. I'll tell you why.

7 MR. DIPOLA: Okay.

8 MR. PITTMAN: Because due to the price and the
9 amount of the grant, we're probably going to end up
10 with one tank. So one bigger tank but not two
11 tanks. Because we only got, what, 500,000 is -- if
12 I remember correctly.

13 MS. WORLEY: Yes.

14 MR. PITTMAN: So 500,000. That's not going to
15 get -- 450? Thank you. It's not going to get --

16 MR. DIPOLA: So we're not going to have
17 separate fueling?

18 MR. PITTMAN: So we're going to have one brand
19 new big tank, right? Which will take care -- will
20 take care of what we need. And then there's an
21 additional grant that is on the way, but that's for
22 another conversation another day that would get us
23 another tank down the road. But this will satisfy,
24 take care of all the problems, because maintenance
25 staff has been holding that thing together by a

1 wing and a prayer.

2 CHAIRMAN PRIMROSE: And if I heard you
3 correctly, it won't even be fully online until
4 when?

5 MR. PITTMAN: We're saying -- we're saying
6 eight to nine months, worst-case scenario.

7 CHAIRMAN PRIMROSE: Yeah. So I think that's
8 the other challenge is --

9 MR. DIPOLA: Okay.

10 CHAIRMAN PRIMROSE: -- we can't really project
11 this fiscal year of having increased fuel sales
12 because we won't even have a full -- you know.

13 MR. DEDGE: But you'll still have fuel while
14 you're doing that. And what's the capacity on the
15 newer tank?

16 MR. PITTMAN: The newer tank? That's what
17 we're working on now, is to get the price. Because
18 with tariffs and everything going on, prices are
19 going up. So that's why we're trying to move on
20 this.

21 MR. DEDGE: And -- and your deliveries are
22 usually, what, 8,000 gallons?

23 MR. PITTMAN: Yes, yes.

24 MR. DEDGE: Okay.

25 MR. DIPOLA: So I've got additional questions

1 on that later, but I just -- I was making sure. I
2 mean, I feel like we're being a little bit overly
3 conservative, but I'm fine with the motion.

4 CHAIRMAN PRIMROSE: The good thing is, on the
5 revenue, like being overly conservative is a win --

6 MR. DIPOLA: Yeah.

7 CHAIRMAN PRIMROSE: -- because there won't be
8 a surprise as we move through the year.

9 MR. DIPOLA: That's what happens.

10 CHAIRMAN PRIMROSE: Okay. Well, seeing that
11 there are no other changes, then I do -- like I
12 said, I need a motion to move the agenda as -- or
13 move the budget as amended for tentative approval
14 on our next -- our second budget hearing on
15 Wednesday, October 15th.

16 MS. LIOTTA: So move.

17 MR. DIPOLA: Second.

18 CHAIRMAN PRIMROSE: Okay. We've got a motion
19 properly seconded. Any discussion or debate?

20 (None.)

21 CHAIRMAN PRIMROSE: All right. Hearing none,
22 all those in favor, say aye.

23 MS. LIOTTA: Aye.

24 MS. CASH-CHAPMAN: Aye.

25 MR. DEDGE: Aye.

1 MR. DIPOLA: Aye.

2 CHAIRMAN PRIMROSE: Aye. Any opposed?

3 (None.)

4 CHAIRMAN PRIMROSE: Hearing none, the motion
5 carries. Do we have anything else on the budget
6 hearing that we have to accomplish?

7 MR. WALKER: I'm checking, but I don't think
8 so.

9 MR. DIPOLA: Chad, you're smiling.

10 MR. ROBERTS: No, I just -- well done.

11 MR. WALKER: That is it.

12 CHAIRMAN PRIMROSE: Okay. So we can adjourn
13 this budget hearing. Let's give ourselves --

14 MR. DEDGE: And go to the little boys' room.

15 CHAIRMAN PRIMROSE: Let's give ourselves a --
16 do we want to do -- is 10 minutes sufficient? So
17 let's come back at 7:27 to get started, no later
18 than 7:30.

19 (Budget meeting concluded at 7:17 p.m.)

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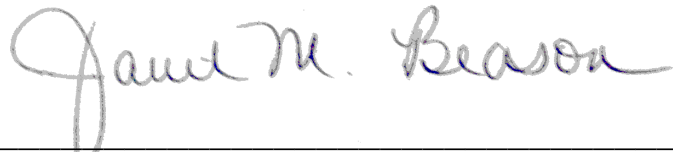
REPORTER'S CERTIFICATE

STATE OF FLORIDA)

COUNTY OF ST. JOHNS)

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

Dated this 25th day of October, 2025.

A handwritten signature in blue ink that reads "Janet M. Beason". The signature is written in a cursive style with a large, looped initial "J".

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

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