

ST. JOHNS AIRPORT AUTHORITY

Regular Meeting

held in The Conference Center, Meeting Room B

4730 Casa Cola Way

St. Augustine, Florida

on Monday, May 13, 2024

from 4:00 p.m. to 5:35 p.m.

* * * * *

BOARD MEMBERS PRESENT:

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

* * * * *

ALSO PRESENT:

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

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

COURTNEY PITTMAN, Interim Executive Director.

* * * * *

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

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

2 CHAIRMAN LUDLOW: Welcome, everyone. I
3 appreciate you being here. It's wonderful to see
4 so many people. If you'd like to stand and let's
5 do the Pledge, that would be great.

6 (Pledge of Allegiance.)

7 CHAIRMAN LUDLOW: Thank you. I'm sorry I'm
8 running a little bit late. I don't know if you
9 know. I have this rescue dog at home. So I spent
10 time at admin and then I ran back home to let the
11 dog out.

12 MR. BEYERS: So you're the one that let the
13 dogs out.

14 CHAIRMAN LUDLOW: Pardon me?

15 MR. BEYERS: You're the one that let the dogs
16 out?

17 CHAIRMAN LUDLOW: I'm the one that let the
18 dogs out. Vinny, I love you.

19 AGENDA APPROVAL

20 CHAIRMAN LUDLOW: Okay. I would like -- get
21 my breath. First thing, do we have agenda
22 approval? Are there any additions or cancellation?

23 MS. LIOTTA: I'd like to suggest we add an
24 item for the executive director search. I'm not
25 should if there's anything we need to vote on, but

1 just to make sure that we're -- we're not letting
2 anything slip.

3 CHAIRMAN LUDLOW: Okay. I think this is a
4 meeting that we have three topics and we will
5 discuss the executive director search at our
6 workshop first.

7 So, the -- we have three topics -- the
8 mitigation, Solano, and the executive director
9 contract -- and the attorneys will speak to that if
10 you have a problem.

11 MS. LIOTTA: I don't -- I don't understand.
12 If we need to vote on something, we can't vote on
13 it at a workshop, which is why I'm suggesting we do
14 a check-in now to see if there's anything we need
15 to vote on --

16 CHAIRMAN LUDLOW: No --

17 MS. LIOTTA: -- because at the workshop,
18 there's no opportunity to vote on it.

19 CHAIRMAN LUDLOW: I -- I know. We need to
20 really go -- we need to have a workshop to go over
21 all of the things we need to do.

22 MR. OLSON: I -- I also, Madam Chair, think
23 it's important that we have executive director
24 search on -- added to our agenda. There's some
25 urgency to that. We don't even have a workshop

1 scheduled. We have a regular meeting scheduled for
2 June 10th, I believe.

3 CHAIRMAN LUDLOW: We're supposed to schedule a
4 workshop today and -- meeting (indicating).

5 MS. LIOTTA: I'd like to make a motion that we
6 add the executive director search to the agenda.

7 MR. OLSON: Second.

8 CHAIRMAN LUDLOW: So moved.

9 MR. BLOCKER: Madam --

10 CHAIRMAN LUDLOW: Yes.

11 MR. BLOCKER: Madam Chair, if you could just
12 ask for --

13 CHAIRMAN LUDLOW: Ms. Michelle, would you like
14 to vote on the -- whether to have an executive
15 search today? We have three major topics and then
16 we were going to discuss those today and we are --

17 MS. CASH-CHAPMAN: I think we should add it.
18 I think it -- it will go nicely with the new
19 business that we have on the agenda for today.

20 CHAIRMAN LUDLOW: Mr. Clarke?

21 MR. CLARKE: No, I don't -- I don't think it's
22 time to add that item yet. We have an interim
23 executive director under contract for six months
24 and it's premature to begin that process of
25 searching for a permanent one at this time, in my

1 opinion. So I'm opposed to it.

2 CHAIRMAN LUDLOW: I agree. I think it's too
3 soon. Our -- we're doing fine. We should -- we --
4 I agree with both Bob and Jennifer that the worst
5 thing we can do is make a hasty decision, and I
6 think two weeks or like that will not make that
7 much difference.

8 I think that I will do what -- obviously, I
9 mean, you guys think that's the way to go right
10 now, so we will -- and so, Ms. Jennifer, would you
11 like that at the end of new business?

12 MS. LIOTTA: I think it could be done -- I
13 think a lot of the discussion's going to overlap,
14 so potentially after the interim executive new
15 business. I do see that they're related.

16 CHAIRMAN LUDLOW: Okay. To amend the agenda
17 to add executive search discussion after the
18 interim executive director contract, everyone in
19 favor say aye.

20 MS. LIOTTA: Aye.

21 MR. OLSON: Aye.

22 MS. CASH-CHAPMAN: Aye.

23 MR. CLARKE: I'm opposed.

24 CHAIRMAN LUDLOW: Opposed. Opposed. Three to
25 two. This was supposed to be a tight agenda today.

1 Any other comments? What -- what's up, Janet?

2 COURT REPORTER: I wasn't clear on who was --
3 who the vote, who was --

4 CHAIRMAN LUDLOW: Oh. Bob -- Dennis opposed
5 and I opposed and the three -- other three voted
6 for it.

7 COURT REPORTER: Thank you.

8 CHAIRMAN LUDLOW: Any other discussion on
9 agenda approval or not?

10 (None.)

11 BUSINESS PARTNER UPDATES

12 CHAIRMAN LUDLOW: Okay. May we have business
13 partner updates? Mr. Henry Dean?

14 (Not present.)

15 CHAIRMAN LUDLOW: Ah, I love Henry. I'm so
16 sorry he's not here. But Mr. Vinny Meyers [sic].

17 MR. BEYERS: Beyers. But, no, I have no
18 comment today.

19 CHAIRMAN LUDLOW: Beyers. No comment.
20 Jose Riera, please with -- SAAPA liaison.

21 MR. RIERA: Yes --

22 CHAIRMAN LUDLOW: Love having a lecturn.

23 MR. RIERA: -- quick report. Wings n' Wheels,
24 June 15th, we have a little bit of a concern with
25 the changes that have been made and we want to make

1 sure that that still is going on.

2 The other report I want to do, and I'm going
3 to change my hat from SAAPA to Coast Guard,
4 National Safety Boating Week is the 18th through
5 the 24th. So any of you that have a boat and go
6 boating, make sure you put your life jackets.
7 Coast Guard's going to be enforcing a lot of those
8 rules that particular week.

9 And one more, Operation Dry Water, July 4th
10 through the 6th, trying to make everyone aware of
11 boating under the influence. It's going to be --
12 it's a nationwide thing. So, everybody, if you go
13 boating, don't drink, because you're going to be
14 pulled over and then you're going to have a huge
15 fine. Other than that, that's all I have to
16 report. Thank you.

17 CHAIRMAN LUDLOW: Thank you.

18 (Phone interruption.)

19 CHAIRMAN LUDLOW: Excuse me, please.

20 Northrop Grumman, Nate McKendrick? We'd just
21 love to see his face, wouldn't we?

22 (Not present.)

23 CHAIRMAN LUDLOW: Okay. Bruce Kreis is
24 representing AOPA for us.

25 (Not present.)

1 CHAIRMAN LUDLOW: So we have no report from
2 Bruce.

3 PURCHASE MITIGATION CREDITS

4 CHAIRMAN LUDLOW: Okay. Old business items,
5 the first thing on the agenda is regarding
6 purchasing mitigation credits. Would we have an
7 attorney that would like to speak to this to bring
8 everyone up to snuff so we're all on the same page?

9 MR. ROBERTS: We would, Madam Chairman. Thank
10 you, very much.

11 Let me start by asking the board's patience
12 with me while I go through this. It is a very
13 important decision and I wanted you, the board
14 members, your constituents, the people here today,
15 and anyone reading this transcript later on, to
16 have kind of one place where the issue can be
17 summarized.

18 Some of the things I need to summarize, you
19 folks already know and are well aware of, but I'd
20 like, if you could be patient with me for just a
21 bit, to summarize these things so that it -- it's
22 all in one place in the transcript.

23 This is a decision for which there are risks.
24 It's a business risk decision. There are risks to
25 do this, there are risks to not do this. And --

1 and our job today is to strike that balance.
2 Whatever decision y'all make about this, we then
3 have to mitigate the risks that go with it. So
4 this is an issue that reasonable minds could differ
5 on.

6 It is staff's recommendation to go forward
7 with this transaction, but at the end of the day,
8 it's about your risk tolerance and how you assess
9 these things. So, if I -- with your patience, let
10 me just restate what we're here about.

11 CHAIRMAN LUDLOW: Please do because you have a
12 new audience.

13 MR. ROBERTS: Thank you.

14 So, I'll go back to our Airport Layout Plan
15 and our Master Plan. It calls for a comprehensive
16 development on what we call the east side of the
17 runway.

18 There is a -- a great deal of land on the east
19 side of the runway that's part of the Master Plan
20 development. Part of the Master Plan development
21 includes a purchase of land from our neighbor, the
22 Gun Club, to the east of us.

23 We're very close to that. The parties have
24 got the bookends very close to closure on that
25 agreement. That -- that will happen soon. We have

1 grant money for that transaction, 20/80 split.

2 So that parcel's coming on board, and as has
3 been described many times before, Passero and
4 everyone can -- can answer folks' questions on
5 specificity about it, but it involves relocating
6 Hawkeye View Drive to the north. We've got grant
7 money for that. It's coming on line in the next
8 fiscal year.

9 But none of those things will happen, none of
10 those things can happen without the regulatory
11 approval to impact the freshwater wetlands that are
12 implicated by that development. So what happens
13 when we have a project and the project calls for
14 wetlands to be altered or impacted or just frankly
15 destroyed?

16 Since 1975, it's been federal policy of the
17 Clean Water Act to have a no net loss of freshwater
18 wetlands. The reason is that the State of Florida
19 does not have enough money, will never have enough
20 money or infrastructure, to ever build or create
21 the infrastructure that it takes to filter and
22 clean the water that we drink that goes down into
23 our aquifer and the water that surges during storms
24 and runs the risk of flash flooding people's homes.

25 What does that for the State of Florida are

1 wetlands. And prior to 1975, Florida lost about
2 50 percent of its wetlands. With the Clean Water
3 Act in 1975, we adopted a no new net loss policy.
4 That policy has survived every kind of political --
5 you know, all the whims of politics since 1975 and
6 that policy has not been disturbed.

7 So that when we go to apply for a permit to --
8 to do what we contemplate doing out on the north
9 parcel with the Gun Club parcel, we have to apply
10 for permits with a host of regulatory agencies
11 including the local St. Johns County -- St. --
12 rather, the St. Johns River Water Management
13 District, the Florida Department of Environmental
14 Protection, and the U.S. Army Corps of Engineers.

15 When we go to them with a plan that says it
16 involves basically bulldozing over some of these
17 freshwater wetlands, their response is: Unless you
18 can find a way to tell us that you're mitigating
19 that impact, the only way we're going to let you do
20 that is if you're going to destroy wetlands over
21 here, you're going to have to pay for someone to
22 create and restore wetlands somewhere else in our
23 drainage basin.

24 So we are in Drainage Basin Number 6 of the
25 St. Johns River Water Management District, the

1 Tolomato River basin drainage plan, so they require
2 us to find some other place in that geographical
3 basin where someone has taken old land and
4 refurbished it to make it working freshwater
5 wetland that does these functions of filtering and
6 mitigating flow.

7 So since the 1990s, Florida has authorized the
8 private -- the private sector to purchase
9 properties, rehabilitate that property to enhance
10 its ability to hold freshwater wetlands, and to
11 swap those as credits.

12 So there's a marketplace for that. And the
13 market in our area is very tight. It's very
14 limited. It's one of the reasons that makes today
15 a decision day and -- and really avoids us delaying
16 this decision any longer.

17 One of the risks that I wanted to talk
18 about -- so those are mitigation credits. Let me
19 just stop right there to see if any of the board
20 members now have any questions about freshwater
21 mitigation credits, where they come from, who
22 creates them, and how it's calculated on how many
23 credits you might need for a given parcel.

24 Any questions about that? We'll pause or else
25 we'll keep rolling.

1 CHAIRMAN LUDLOW: Any questions from the
2 board? We are very well-versed.

3 MR. ROBERTS: All right. Okay. I know this
4 is old news to most everyone on the board. And so,
5 I wanted to talk about the risks of going forward
6 with this and the risks of not going forward with
7 this. Let me start with the risks of going
8 forward.

9 We would be taking our hard-earned cash out of
10 the bank in a very safe asset category, which is
11 cash, and putting it into a different asset
12 category, which is mitigation credit.

13 So then the analysis is: Is this -- is this a
14 safe thing? Can -- can they disappear tomorrow?
15 Could our investment go away and be lost? Could a
16 new regulation make them valueless? Could the
17 market change and make them less valuable or -- or
18 of no or little market value?

19 So I can summarize the analysis of that, is
20 that it's -- it is very unlikely. We have one
21 mitigation bank in our -- in our basin that -- that
22 currently has the prospect of getting more
23 mitigation credits online.

24 They've offered to sell us a little under five
25 mitigation credits kind of at a wholesale rate in a

1 bulk purchase of five. And to do that, if we don't
2 want these next five that are going to be released
3 from the St. Johns River Water Management District,
4 they have a long list of other folks that they can
5 break this up and sell at a retail level.

6 So they've -- they've offered this tranche of
7 five credits, and -- and they're -- it's the
8 private sector. It's nothing personal, but it's --
9 if you don't want it, we're going to sell it to
10 somebody else because we have a long waiting list.
11 So they need a decision from us today about it.

12 So the likelihood of these credits becoming
13 worthless tomorrow is assessed to be low. In the
14 last Florida legislature, there was legislation
15 passed signed by the governor two weeks ago that
16 will permit private entities to now ask to create
17 mitigation banks on public lands, which had not
18 been done before.

19 So one of the last-minute things we vetted
20 was: Could this new legislation adversely impact
21 our drainage basin and, you know, flood the basin
22 with new mitigation credits and we're paying too
23 much today, if we would wait tomorrow, we would get
24 them at a lesser rate? The answer to that is no.

25 The only geographical areas likely to benefit

1 by that recent legislation is Dania in Dade and
2 Broward County. And this morning, I conferred with
3 the St. Johns River Water Management District
4 itself and conferred with their former general
5 counsel and asked them, are there new mitigation
6 banks about to come online? The answer is no.

7 The average length of time it takes to create
8 and get permission to start a new mitigation bank
9 takes about two years for approval from the
10 Department of -- Florida Department of
11 Environmental Protection. It's averaging about
12 five years now to get credit from the U.S. Army
13 Corps of Engineers.

14 So there's no relief on the horizon for the
15 shortage of mitigation credits that we have. So --
16 so the risk of -- of purchasing these credits and
17 having them become valueless is assessed to be low.
18 And let me talk about the risks of not purchasing
19 these credits.

20 We made an enormous investment in all of the
21 east side of the -- the runway. We -- we've been
22 working up the permits for these wetlands to be
23 assessed and the mitigation credits to be measured
24 under the uniform way in which they're measured,
25 which is standardized.

1 We have a -- a big investment of real money
2 that we've spent and pursuant to our Master Plan.
3 This is another investment in that master plan.
4 But if we don't have credits, nothing's going to
5 happen out there. Nothing. No bulldozers. No
6 land is going to be cleared. Nothing's going to be
7 disturbed. No permits are going to be issued to
8 authorize anything that's going to disturb those
9 wetlands without these credits.

10 If you look at the geographical way in which
11 these parcels are situated and where the wetlands
12 fall on those parcels, we do not even have a good
13 way of building around the wetlands, right?

14 So if you look at the way the wetlands butt up
15 against the existing Gun Club Road, the prospective
16 Hawkeye View Lane, when it's re -- moved, we -- we
17 have to literally walk through wetlands to get to
18 the good part that's -- that's going to be access
19 to our runway.

20 So it's a long-winded way of saying the risk
21 of not purchasing these credits, we would go to the
22 end of the line of the people looking for credits
23 in this county.

24 We may likely get our grant authority, which
25 comes in the next fiscal year, to begin the

1 relocation of Hawkeye View Lane, our grant
2 authority to spend the money to purchase the
3 Gun Club parcel, which is very close to happening.
4 And having done all those things, we'll -- we'll be
5 sitting there idle and unable to go to the next
6 step of our master plan, which is to build
7 capacity, create more hangars, create more aircraft
8 that are based here which we're presently maxed out
9 at, create the kind of aircraft hangars and
10 infrastructure that generates jet fuel sales,
11 increases our fuelage, and all of those activities
12 that are going to provide the long-term sustainable
13 economic health for us.

14 So, without the purchase, we are -- we are at
15 substantial risk for being kind of put in timeout,
16 having invested in this plan for the east side. So
17 that's -- that's the need to do this. That's the
18 need.

19 Let me just close with some of the little
20 nitty-gritty details. I circulated the draft
21 agreement with the land bank that we've been
22 negotiating with for a while. And because we're a
23 public entity, I -- we -- they let us do some
24 things that are unique to this circumstance of us
25 being a subdivision of the State of Florida.

1 The only thing that's different from the draft
2 I most recently circulated to you, I think it had a
3 whole section redlined out that was called their
4 repurchase agreement. I wanted you to have as much
5 flexibility to, you know, if things go south for
6 unforeseen reasons in six months, could you ever
7 back out of this deal?

8 That likelihood is low that you would ever
9 need to back out of this deal or -- or sell these
10 again, but the land bank does not want us to
11 purchase credits and then when the market goes up,
12 to be tempted to resell the credits because they're
13 fungible assets.

14 So there's a restrictive contractual provision
15 that only they can repurchase any credits we don't
16 use. They want that back in there. There's a
17 penalty, a stiff penalty for selling it back to
18 them, but it's not triggered unless we notify them
19 that we have not used these credits.

20 4.98 credits is about a little more than --
21 it's about 30 percent of what we're going to
22 totally need. So we're not at risk for
23 overshooting our purchase and winding up with
24 unused credits.

25 We're going to need 7.5 on the north parcel.

1 The entire east side would use around 12.5. But
2 7.5 alone is going to be needed for the north
3 parcel. And -- and we can use the five that we'll
4 get immediately to help begin our Hawkeye View Lane
5 relocation construction and anything else that
6 comes along that way.

7 So that's the only difference. They've
8 accepted all our proposed amendments to that
9 agreement save for that one. And it -- it's a
10 fairly quick turnaround time. We make our purchase
11 of the 10 percent, which is actually purchasing the
12 option, and then the balance, the 90 percent
13 balance will -- will be due when the credits are
14 released, probably on a 45-day time frame. So for
15 planning purposes, that's when we might need to
16 write our check.

17 And I'll stop there with any questions as
18 well.

19 MR. OLSON: I do.

20 CHAIRMAN LUDLOW: Yes --

21 MR. ROBERTS: Yes, sir.

22 CHAIRMAN LUDLOW: -- Chad, anything else?

23 MR. ROBERTS: I think it's a good time to
24 pause and -- and --

25 CHAIRMAN LUDLOW: Okay. Board -- board

1 comment? Obviously we have Mr. Olson.

2 MR. OLSON: Yeah, a couple -- well, I guess a
3 comment for clarification and then another question
4 for further clarification.

5 The mitigation bank is actually a private -- I
6 mean, it's not a bank; it's a -- it's a real estate
7 company that is in the business of buying land,
8 creating these replacement wetlands, and selling
9 them.

10 MR. ROBERTS: Yes.

11 MR. OLSON: Okay. And we do not have any way
12 to benchmark whether \$300,000 per credit is -- is
13 the market price for our basin because this is the
14 only game in town. This is the only basin, the way
15 I'm understanding.

16 But I'm also -- I believe Mr. Topp a couple of
17 weeks ago said that this company, this bank, had
18 been re -- we had been referred to this bank by the
19 Water Management District with the impression that
20 it came with their recommendation. Is that
21 correct?

22 MR. ROBERTS: Well, it -- to be -- they're not
23 a bank like federally insured FDIC.

24 MR. OLSON: Yes.

25 MR. ROBERTS: So there -- it's a euphemism

1 for, yes.

2 To become a bank, if you looked at the
3 application qualifications with the St. Johns Water
4 Management District, there are a host of -- of
5 stringent qualifications, including financial
6 responsibility, an analysis of what you're doing.
7 So it's a very involved process to become one of
8 these.

9 It presently is the only one around right now
10 with -- with the opportunity to get it. So the way
11 they -- you know, you go by and you wonder why are
12 people scraping these big pastures and all the
13 trees into a big place and then they burn them.
14 Some of those are things done to create mitigation
15 of wetland enhancement.

16 So there's -- they actually are doing things
17 out there with tractors on their property to alter.
18 Some of their property, when they think it's ready,
19 they ask the Water Management District to come out
20 and management and say, Yep, you've done this much
21 enhancement, we score it for these much credits.

22 So, it's not as though they're the only --
23 they are just literally right now the only source
24 right now available to us --

25 MR. OLSON: In our basin.

1 MR. ROBERTS: In our basin.

2 MR. OLSON: Right.

3 MR. ROBERTS: And we cannot purchase from a
4 different basin. Now we --

5 MR. OLSON: Right. So I understand that.

6 MR. ROBERTS: -- can -- and let me just -- if
7 I could just add one more thing to your other
8 question about market price.

9 We do have access to -- to at least all the --
10 all the transactions that may have been done where
11 there was some, you know, either an enforcement
12 action or some kind of thing like that.

13 There -- there are places besides our own
14 consultant using the experience of their other
15 clients where we know that the retail cost of these
16 mitigation credits, the retail cost is -- say you
17 want to build a big house and put a swimming pool
18 at the edge of your property and you've got to buy
19 a .1 or a .2. Retail costs are north of \$500,000 a
20 credit, retail. We know this and that's a real
21 market. And -- and so, we do have some independent
22 basis to know that we're in the zone.

23 If you look at statewide prices and the -- you
24 know, they have their own trade association --
25 land -- mitigation land banks have their own trade

1 association. It -- it varies between right now 140
2 to 400,000 depending on where you are in the state
3 for a typical --

4 MR. OLSON: Okay.

5 MR. ROBERTS: -- cost per credit.

6 MR. OLSON: I have a couple of other questions
7 just to move along.

8 MR. ROBERTS: Yes.

9 CHAIRMAN LUDLOW: Thank you.

10 MR. OLSON: The only -- let's see. So, the
11 credits --

12 MR. ROBERTS: Yes, sir.

13 MR. OLSON: -- the bank --

14 MR. ROBERTS: Yes.

15 MR. OLSON: -- is responsible for actually
16 getting the wetlands approved so that they can
17 become mobile credits and be delivered to us.
18 We -- we're not working with the federal -- they
19 have to go through a federal agency or an agency
20 review. You checked off some of them.

21 So, and we -- is the way it's been explained
22 to me is that those credits could be available
23 within 90 days or take longer depending on the sort
24 of certification that they truly are --

25 MR. ROBERTS: Exactly.

1 MR. OLSON: -- replacement wetlands.

2 MR. ROBERTS: Yes, sir.

3 MR. OLSON: Okay. And it's good to know that
4 the five credits that we're acting on now meet the
5 wetland requirements of Hawkeye View Lane
6 construction, because that's our -- our first
7 activity up in that area -- construction activity
8 up in that area. So I think that's another reason
9 for us to want to do --

10 MR. ROBERTS: Yes.

11 MR. OLSON: -- this.

12 MR. ROBERTS: Yes.

13 MR. OLSON: The -- oh, the last thing is that,
14 as you observed, it's a big capital outlay --

15 MR. ROBERTS: Yes, sir.

16 MR. OLSON: -- for this authority. And one
17 thing that we need to do at some point, not at this
18 magnitude of outlay, but as we go forward with some
19 of these big projects and costs -- and I'm thinking
20 this is a good assignment for the finance
21 committee, is to come back to the board with a
22 proposed minimum emergency reserve that we would
23 carry at the airport, regardless of what we're
24 looking at doing.

25 Other airports do that. It's to meet

1 unforeseen emergency needs. So there is a capital
2 amount. But looking at our assets, it appears that
3 this amount will not be getting into that --

4 MR. ROBERTS: It won't.

5 MR. OLSON: -- possible area.

6 MR. ROBERTS: We are at 1.5 of average annual
7 revenue. So we have -- our average annual revenue
8 for the year, we have 1.5 of that in the bank.
9 Still, this is a material thing. It's going to
10 change that balance. But I think Mr. Clarke has
11 also been working that issue as well. I -- he has
12 some insight into that. And so, I --

13 MR. OLSON: Right.

14 MR. ROBERTS: -- at least was able to get the
15 order of magnitude that, as we sit here today,
16 we're at 1.5, which is -- I think a lot of people
17 would find that an envious position to be in.

18 But we -- we do have other things on the -- on
19 the horizon. We have our 80 percent match for the
20 purchase itself. We have the T-hangar project that
21 we may have to kick in a little bit to -- to close
22 up.

23 MR. OLSON: Plus all the projects that we are
24 bidding tend to come in --

25 MR. ROBERTS: A little higher.

1 MR. OLSON: -- distressingly higher than the
2 original estimates.

3 MR. ROBERTS: Right. So -- so we do need to
4 be fiscally careful with our -- our savings account
5 that way and to be aware of the other potential
6 things.

7 MR. OLSON: Okay.

8 MR. ROBERTS: Yes, sir.

9 MR. OLSON: Thank you.

10 CHAIRMAN LUDLOW: Thank you. Any other
11 questions for any clarification there?

12 MR. CLARKE: Well, I would just say that
13 the -- the investment in the land or mitigation
14 credits is -- is just that. It -- don't look at it
15 as a cost, but it's a -- it is an investment in
16 land improving.

17 We -- right now on our balance sheet, we have
18 over \$19 million that we've spent over the last
19 60-some years on land. And those credits would be,
20 we would -- I think ultimately we spent something
21 like, what, 1.5 or 1.6 million to buy all of the 12
22 credits that we need or 12 1/2, something like
23 that.

24 The vision that is -- is money that would be
25 spent on improving the land, we're going to spend

1 probably another million or million and a half
2 dollars bringing in dirt and leveling it up and
3 preparing it for -- for development --

4 MR. ROBERTS: Yes, sir.

5 MR. CLARKE: -- of taxiways and, you know,
6 hangars and that sort of thing.

7 So, the Airport Authority's going to be around
8 for another hundred years, and that's just an
9 investment if we don't make that investment now,
10 then we're really -- we're really at a stopping
11 point. We wouldn't be -- we would not be able to
12 fulfill our mission to, you know, provide access to
13 the National Airspace System if we don't do this.

14 So it's -- we -- and the potential revenue,
15 the minimum potential revenue once the -- all the
16 east side is developed, just if we just lease the
17 land, would be easily \$2 million a year. So if
18 you -- if you look at it as how long is it going to
19 take to recover our cash outlay for the -- for the
20 mitigation credits, it's less than a year.

21 So, in the whole scheme of, you know, in the
22 long run of -- it's a -- it's a very low-risk
23 proposition. It's a very high-risk proposition not
24 to do it because, as Mr. Roberts said, we will have
25 isolated parcels that we will not even be able to

1 access the high and dry land because of the
2 wetlands. So, you know, that's just another way to
3 look at it.

4 So I -- I would not only favor executing this
5 transaction, but I would suggest that we begin
6 immediately on securing the remaining credits that
7 we need to -- to do the entire build-out of the --
8 the west side of Runway 13/31.

9 CHAIRMAN LUDLOW: Any other comments?

10 (None.)

11 CHAIRMAN LUDLOW: What we need to vote on
12 today is a resolution -- oh, Jeremiah, excuse me.

13 MR. BLOCKER: Yes, ma'am. So we -- no, that's
14 fine.

15 So we prepared a resolution. This resolution
16 would authorize staff to move forward with this
17 transaction. And we can -- once there's a vote
18 and -- if there is a vote and a second -- or motion
19 and second, then we can move forward with this.
20 But this essentially would authorize the staff to
21 move forward and the legal team to move forward
22 with this transaction.

23 CHAIRMAN LUDLOW: I see.

24 MR. OLSON: So, Madam Chair, I move the
25 adoption of Resolution Number 2024-06.

1 CHAIRMAN LUDLOW: Thank you. Do I hear a
2 second?

3 MR. CLARKE: Second.

4 CHAIRMAN LUDLOW: Second. I have a motion and
5 a second to adopt the Resolution --

6 MR. OLSON: Discussion?

7 CHAIRMAN LUDLOW: -- 2024-06. Now, public
8 comment? Do we have any public comment regarding
9 the resolution?

10 MR. ROBERTS: As we're soliciting that public
11 comment, I just wanted to add.

12 Right now, we're -- right now, we're at 4.89.
13 I tried to get it rounded up to 5 this afternoon.
14 They just don't have it yet. But this -- this
15 gives us the room to get up to five. If it --
16 something changes between now and then, so...

17 CHAIRMAN LUDLOW: I see. So, no public
18 comment, but board comment? Any more comment?
19 Yes, Jennifer.

20 MS. LIOTTA: I just have a statement to make.

21 In prior board meetings on this topic, it
22 was -- there was an indication that some portion of
23 these credits may be used to mitigate wetlands on a
24 piece of land that's currently under contract or
25 discussions for contract with Volato, Inc. as a

1 land lease.

2 I'm an employee of Volato. And so, as such,
3 there is a -- a conflict or a high likelihood of a
4 conflict for me voting on this matter, so I'm not
5 going to.

6 MR. OLSON: I'm not sure -- I don't believe
7 that this is resolution relates to the lease land
8 of Volato.

9 MS. LIOTTA: Well, if any of the credits are
10 being allocated towards that land, then it could --

11 CHAIRMAN LUDLOW: Benefits --

12 MS. LIOTTA: -- inure to the benefit of
13 Volato --

14 MR. OLSON: Okay.

15 MS. LIOTTA: -- which would --

16 MR. OLSON: But these credits are for --

17 MS. LIOTTA: -- give rise to the conflict.

18 MR. OLSON: -- the Hawkeye View Lane.

19 CHAIRMAN LUDLOW: Not totally.

20 MR. OLSON: Not totally?

21 MR. ROBERTS: Well, they are.

22 CHAIRMAN LUDLOW: This is --

23 MR. BLOCKER: I'm sorry. Let me speak for
24 that.

25 CHAIRMAN LUDLOW: Jeremiah, please.

1 MR. BLOCKER: So I think it's just important
2 to remember if a board member believes they have a
3 conflict, whether it's a perceived conflict or
4 actual conflict, it's appropriate to declare
5 that -- that conflict.

6 CHAIRMAN LUDLOW: I see.

7 MR. BLOCKER: If it later turns out not to be
8 a conflict, that's fine, there's no harm, but
9 Board Member Liotta is doing the correct thing to
10 declare a potential --

11 MR. OLSON: No, I --

12 MR. BLOCKER: -- perceived conflict.

13 MR. OLSON: -- not questioning. I'm just
14 questioning the way she said it. I'm sorry.

15 CHAIRMAN LUDLOW: So --

16 MR. OLSON: Because it con -- was confusing to
17 me. So -- because I don't believe these -- what
18 we're doing now relates to the land that Volato's
19 developing.

20 MR. ROBERTS: There is no present intention to
21 use these credits for anything other than what we
22 call the north parcel, which is the one on the
23 north side of the North 40.

24 MR. OLSON: That the -- that the road runs
25 through right now.

1 MR. ROBERTS: Yes, sir. Yes, sir.

2 MR. OLSON: Okay. Yeah.

3 CHAIRMAN LUDLOW: Thank you. And thank you,
4 Jennifer, for bringing that to our attention.

5 So, no public comment. We have board comment,
6 then we need to vote. We will start on this end.
7 Michelle, how would you vote for -- to accept the
8 resolution as presented? We have first and a
9 second.

10 MS. CASH-CHAPMAN: I vote to accept it.

11 CHAIRMAN LUDLOW: Pardon?

12 MS. CASH-CHAPMAN: I vote to accept.

13 CHAIRMAN LUDLOW: Accept.

14 MR. CLARKE: Aye.

15 CHAIRMAN LUDLOW: Dennis accept. Mr. Olson?

16 MR. OLSON: Aye.

17 CHAIRMAN LUDLOW: Ms. -- accept.

18 MS. LIOTTA: Abstain.

19 CHAIRMAN LUDLOW: Abstain. And I accept, so
20 four to zero on the vote. Is there -- to accept
21 the resolution as presented. Thank you. That was
22 a very very good explanation --

23 MR. ROBERTS: I appreciate y'all's patience.

24 CHAIRMAN LUDLOW: -- especially --

25 MR. BLOCKER: Madam Chair, if we're good,

1 we'll just read into -- we'll just read in the
2 resolution.

3 CHAIRMAN LUDLOW: Please.

4 MR. BLOCKER: Resolution of the
5 St. Johns County Airport Authority, St. Augustine,
6 Florida, authorizing the purchase of forested fresh
7 water wetland mitigation credits in an amount not
8 to exceed 5 mitigation credits at a total cost of
9 \$300,000 per credit from Natural Resource
10 Investment Group, LLC, related to an airport land
11 development project.

12 CHAIRMAN LUDLOW: Thank you. So we have voted
13 to accept that. It has been clarified and we can
14 move on to the next topic. Thank you, very much.

15 But again, I wanted to say thank you for the
16 explanation, because even though we read it over
17 and over and over, I doubt that you guys read it
18 over and over and over. So it's very good to have
19 a good clear description of what we're doing. So
20 I'm really pleased with that. Thank you, so much.

21 SOLANO CONTRACT

22 CHAIRMAN LUDLOW: So our next old business
23 item would be the Solano contract, which is
24 Ballyduff land lease.

25 MR. ROBERTS: Thank you, Madam Chairman. This

1 will be very brief.

2 The -- the essential terms of the contract
3 have been completed. It's consistent with what I
4 hope to be the template for all new land lease
5 agreements with the Airport Authority in terms of
6 everyone being on a level playing field, there
7 being consistency with every new potential user or
8 developer of our properties. So that's all been
9 done.

10 About an hour or so before this evening's
11 meeting, Mr. Solano's counsel asked for another 30
12 days. They're -- they're in the final throes of
13 their negotiation with their engineering team and
14 their contractors.

15 I think everyone in this business has been --
16 has been seeing incredible sticker shock. We saw
17 it in our T-hangar bids that came in and we're
18 seeing it from folks that we just know of in the
19 community.

20 The costs right now are very strong. So
21 he's -- Mr. -- Mr. Solano asked for another 30
22 days. But -- but essentially the agreement is as
23 was most previously distributed to the board.
24 Mr. Olson had some good comments that we revised
25 and put in there as well, but they asked for a

1 pause.

2 CHAIRMAN LUDLOW: Very nice. I'm sorry
3 Mr. Solano isn't here with us, but at least he
4 knows we're taking care of his agenda -- our agenda
5 item for that.

6 INTERIM EXECUTIVE DIRECTOR CONTRACT

7 CHAIRMAN LUDLOW: Okay. We have new business
8 and also our new business is interim executive
9 director contract.

10 MR. BLOCKER: Sure.

11 CHAIRMAN LUDLOW: And I would like to speak
12 to --

13 MR. BLOCKER: Sure.

14 CHAIRMAN LUDLOW: -- Jeremiah, our attorney
15 Jeremiah Blocker to this subject.

16 MR. BLOCKER: Thank you, Madam Chair.

17 So, as the board is knowing, on Thursday this
18 past week, Mr. Topp tendered his resignation, which
19 was accepted by our Chair on Friday. So
20 Mr. Pittman has stepped into the role to cover now
21 as the interim executive director.

22 So, obviously for purposes of continuity, as
23 we embark on a new executive director search, which
24 we'll talk about in a few minutes here, I have
25 negotiated -- well, one, I talked to each of y'all

1 individually over the phone about some of the terms
2 of that agreement, and Mr. Pittman has -- has
3 agreed in principle.

4 So this would be a six -- six-month contract
5 to allow for him to come in and kind of manage the
6 process at the airport as we move forward with an
7 executive director search.

8 MR. OLSON: So -- question.

9 CHAIRMAN LUDLOW: Yes.

10 MR. OLSON: You said just had come in.
11 Actually, he's -- he's director of operations
12 now --

13 MR. BLOCKER: That's correct.

14 MR. OLSON: -- so he's being asked to also --

15 CHAIRMAN LUDLOW: Act as --

16 MR. OLSON: -- act as executive director
17 while -- during a period where we're going to do a
18 search.

19 MR. BLOCKER: That's correct. Yes, sir.

20 MR. OLSON: Okay.

21 MR. BLOCKER: He has -- he has agreed to
22 assume that role as we embark on a search.

23 So I don't know if -- Mr. Pittman, if you want
24 to --

25 MR. PITTMAN: Absolutely. If you will,

1 Madam Chair.

2 CHAIRMAN LUDLOW: Thank you.

3 MR. PITTMAN: Good afternoon, good evening,
4 everybody.

5 My name is Courtney Pittman. I know most of
6 you might not know me. I'm retired U.S. Navy 20
7 years. I've been in air traffic control for about
8 30. So that puts me about 30 years in aviation.

9 Now I like this turnout. This is the most
10 I've seen since I've been a part of the board --
11 I'm sorry, the Airport Authority, since January.

12 Now, I hope that you-all are here to see us be
13 successful. I hope that y'all are here to be a
14 part of the growth. Some might be here to see if
15 I'm going to fall. Some might be here to see if we
16 don't get it together. But I promise you, under my
17 leadership, we won't fall because we're going to
18 move into a new direction.

19 We have plans. We have ideas. We're not
20 going to do it the old way. We're going to do it
21 the new way. I understand that might not register
22 in some minds, but followers, please be patient and
23 watch us as we grow. Supporters, if you have some
24 information, some knowledge, some know-how, some
25 understanding, add to it. Be a part of the future

1 of this airport.

2 Because I promise you, I will work every day
3 diligently, hard, open my door to the information
4 of others, serve the board as I'm supposed to in
5 the time that I'm allotted until we find an
6 executive director. Be it me or someone else, I
7 will do my job to the end. Thank you.

8 CHAIRMAN LUDLOW: And -- thank you.

9 MR. OLSON: Thank you.

10 CHAIRMAN LUDLOW: Yes.

11 MR. BLOCKER: So --

12 CHAIRMAN LUDLOW: Very nicely put.

13 MR. BLOCKER: So, Madam Chair, if I may, so
14 what we're looking for now is direction from the
15 board to -- to move forward with a contract to be
16 brought back essentially to -- to formalize
17 Mr. Pittman's role in that -- in that temporary
18 position.

19 CHAIRMAN LUDLOW: Right. Right. And that is
20 all we need to do. And thank goodness, you know,
21 we have him. We all know, you know, what our
22 future is and it's looking very good. So do we
23 need motions on that?

24 MR. BLOCKER: So we just need a motion for the
25 board to give direction to the staff to finalize

1 the interim executive director contract with
2 Mr. Pittman.

3 CHAIRMAN LUDLOW: Thank you.

4 MR. CLARKE: So move.

5 MR. OLSON: Second.

6 CHAIRMAN LUDLOW: So move one -- and motion
7 one -- first motion, second motion. Public
8 comment?

9 Yes, Ms. Chloe, go to -- and state your name
10 and address, please, so I don't know get another
11 yellow piece of paper.

12 MS. FISCHBACH: My name is Chloe Fischbach. I
13 live in St. Augustine.

14 Members of the board and the public, my name
15 is Chloe Fischbach. I will hereby go on record
16 advising against appointing Courtney Pitt --
17 Courtney Pittman to the executive director role.

18 As you all know, I was appointed to Cindy
19 Hollingsworth's position of access control officer
20 and office manager, but as none of you know, I
21 actually advocated for Mr. Pittman when the board
22 was recruiting an executive director.

23 Michelle, I called you myself and asked if
24 Pittman could be considered, even though the board
25 narrowed it down to Miller and McDougal. I met

1 Pittman around the airport a few times and he
2 seemed really nice. Then Jaime Topp hired him as
3 director of operations, and after working with him
4 for several months, I was absolutely disappointed.

5 Mr. Pittman came in and sewed seeds of dissent
6 among our staff, approaching several of us with the
7 same speech, "I don't like how you are being
8 treated. Others are talking about you. I know
9 Jaime is causing this. When I'm executive
10 director, I will fix everything."

11 Meanwhile, he was allying himself with Topp
12 and defending Topp's intimidation of the old staff,
13 a/k/a those hired by Ed Wuellner such as myself and
14 the director of finance. Within no time, the
15 atmosphere became more hostile than before, and I
16 can confidently say Mr. Pittman fully depended on
17 maintenance staff to do his job.

18 Several time a day, Pittman would say, "Let's
19 get that money." And based on my com -- my
20 observation of his work performance and inordinate
21 salary, I know he meant this for himself.

22 Finally, the HR issue that Mr. Blocker touched
23 on at the March 11th meeting in Page 102 of the
24 minutes is nothing more than a euphemism for some
25 long, detailed, highly inappropriate conversation

1 Pittman had with female staff at the front office
2 on Friday, February 16th, 2024, which the female
3 staff and I formally reported to Topp.

4 As Blocker said, which can be found at
5 Page 102 of the March 11th meetings, he discussed
6 that issue with each board member and said that
7 staff training and procedures were going to be put
8 in place to address the issue.

9 In reality, nothing was done about it other
10 than the airport spending 33 grand on a six-month
11 contract with an HR firm that helped Topp and the
12 board to cover it up. That resulted in myself and
13 the director of finance being fired for being brave
14 enough to come forward and address it with Topp.

15 I would like to add that it is interesting how
16 in those minutes, a board member seemed to feign
17 confusion about what Mr. Blocker was referring to,
18 and other board members derailed him into making
19 the so-called HR issue seem to be about airport
20 land lease policy.

21 If indeed they had planned to do this for the
22 record, I would not be surprised, as these board
23 members openly violated Sunshine laws right at the
24 admin building from the day Cindy left. I myself
25 saw them congregate and talk at the office on

1 several occasions to which Topp pretended to
2 believe they were an opposite sides of the
3 building.

4 Members of the public, I would pledge on the
5 Torah that they were in the same room talking to
6 one another. And members of the board, it is my
7 opinion that a leader brings people together, knows
8 his job, cares about conserving that money, and
9 treats women with respect. Mr. Pittman has shown
10 inadequacies in each of these areas. It is my
11 personal opinion he not be considered for the
12 executive director role. Thank you.

13 CHAIRMAN LUDLOW: And thank you, Chloe
14 Fischbach, you know, for your opinion. We all
15 appreciate that. Is there any other public
16 comment? Thank you. Then -- oh, I'm so sorry,
17 Matt.

18 MR. LIOTTA: Hey, I apologize for not being
19 able to make it to meetings as regularly as I used
20 to. It --

21 MR. BLOCKER: Excuse me, sir. Could we have
22 your name and address?

23 MR. LIOTTA: Oh, so sorry. So sorry. Matt
24 Liotta, Ponte Vedra Boule- -- Ponte Vedra Beach.

25 Again, apologizing for not making it to the

1 meetings more regularly. I'm sure you missed all
2 of my opinions that I used to give. Nevertheless,
3 here's another one.

4 I -- I think that we find ourselves in yet
5 another place where we have a situation of having
6 to pick another interim director, no real plan for
7 succession in place. Seemingly a lot of time has
8 passed, but not a lot has improved.

9 And I hope that we'll all take this as an
10 opportunity to learn from the mistakes and not
11 repeat them. A good friend of mine likes to say:
12 Don't repeat the same mistake thrice. So you're
13 now up to two.

14 With that being said, I'd like to tell what
15 I've told some of you individually. I think it's
16 high time that this airport recognizes the past and
17 the way to solve for the future and recognize that
18 it's time to get past this mismanagement and the
19 lack of resources here that are sorely needed.

20 I think it's time for this airport to work
21 with the county and get the county's resources in
22 here to run this airport instead of remaining an
23 independent which does not seem to be capable of
24 running itself. Thank you.

25 CHAIRMAN LUDLOW: And thank you, Mr. Liotta,

1 for your opinion. Are there any other public
2 comment we'd like at this time?

3 (None.)

4 CHAIRMAN LUDLOW: Okay. We will go to board
5 comment. Michelle?

6 MS. CASH-CHAPMAN: I'm -- I'm wondering if it
7 would be an appropriate time to have Courtney stay
8 in the operations position that he's in and bring
9 forward somebody else as the executive director,
10 somebody that does not necessarily want to be the
11 permanent executive director, and somebody that has
12 built a rapport with the chamber and with the
13 county and with the people that they would be
14 dealing with regularly during that time.

15 Because moving forward, if we were to do
16 something like that, that person could then help us
17 with our search. And I think that it would take
18 out any biases -- any direction about Courtney,
19 should he decide to apply for that position as
20 well. And I'm wondering what the board might think
21 of something to that effect.

22 CHAIRMAN LUDLOW: Thank you for your comment.
23 Mr. Clarke, board comment?

24 MR. CLARKE: I'm comfortable with appointing
25 Mr. Pittman to the interim position. He's been

1 here for five months and at the tower for some
2 time, you know, before that.

3 And, you know, I appreciate Ms. Cash-Chapman's
4 opinion and I think there's some merit to it, but
5 we really need to have an executive director active
6 in place and, you know, then fill the executive
7 position when we're able to. But we need somebody
8 immediately, and I don't think if we stop this
9 process right now and begin another search, that's
10 going to be good for the airport.

11 CHAIRMAN LUDLOW: Thank you, Mr. Clarke.
12 Mr. Olson?

13 MR. OLSON: I -- I don't know that we
14 really -- you know, sort of essential thing, this
15 airport has to have someone in the director's chair
16 all the time. We are at another meeting where
17 we're asking who's running the airport tomorrow?
18 That's a tough -- tough situation.

19 I think the -- I -- I heard and am concerned
20 about the comments that were made here, and I --
21 but I -- I feel that there really isn't any
22 alternative than right now depending on
23 Mr. Pittman.

24 I would urge that -- Mr. Pittman, I would
25 urge -- probably the most important thing that can

1 be done is to stick with the essentials right now
2 during an interim period. Day-to-day operation of
3 the airport --

4 MR. PITTMAN: Yes, sir.

5 MR. OLSON: -- I think is extremely sort of
6 the top priority. Any kind of changing of things
7 on -- for a long term plan, I think should be held
8 off.

9 And I think we're facing -- obviously our
10 construction projects, we have con -- we have
11 engineers that do project management for that. We
12 have a financial advisor now on board. So I
13 would -- I would urge that. But I feel that
14 Mr. Pittman is our -- pretty much our option right
15 now. So that's my thoughts.

16 CHAIRMAN LUDLOW: Thank you, very much.
17 Jennifer, your --

18 MS. LIOTTA: Yeah --

19 CHAIRMAN LUDLOW: -- board comment?

20 MS. LIOTTA: -- I -- I do have a point of view
21 here.

22 One, I would like to incentivize Mr. Pittman
23 to remain. He, I think with a lot of the high
24 turnover we've had, you know, is an important
25 resource for us on institutional knowledge of where

1 current projects are, et cetera. I do believe he
2 does care about the airport running and -- and
3 staying open and being a safe and professional
4 operation.

5 That said, I find it to be a huge conflict for
6 an interim executive director to also be looking to
7 remain the exec- -- to come out as the executive
8 after the end of the search when we are depending
9 on the interim to help run that search. I -- I
10 think that's a very big problem.

11 So I would be more in favor of offering
12 Mr. Pittman an employment contract for director of
13 operations and an appropriate salary and find
14 someone else to -- not right now today, because
15 he -- he has to be -- we have to have an executive
16 director, you know, interim. We have to have
17 that -- that space. But I think that that's a
18 different thing than offering a contract for that.

19 So I -- I would rather see us leave
20 Mr. Pittman in place as interim executive, work on
21 a -- a sal- -- an employment agreement that does
22 not require him to be interim executive. So if we
23 do find someone who's willing to step in as a
24 steward for a short term while we do a search and
25 we work to build those relationships with -- that

1 we're going to need going forward, I think that
2 would be more appropriate for the airport. And,
3 you know, I don't think that would require
4 disrupting any -- anything like today. I think
5 that would meet all the needs.

6 And I do think that one of the things that we
7 have to do right away is address this -- the fact
8 that the staffing is -- has been so brittle at the
9 airport. And I think, in my mind, that's moving
10 forward as much as we can with the interlocal
11 agreement that's already in -- we're already
12 discussing with the county to be able to bring in
13 some of those additional resources so we're not
14 always having -- for whatever reason, you know,
15 losing people and having to replace it and that's
16 bad for the airport.

17 CHAIRMAN LUDLOW: Thank you and -- Jennifer,
18 for your opinion.

19 My opinion is we don't make -- I agree with
20 Mr. Olson in that we don't need to make hasty
21 decisions at all on this.

22 You know, we do need long-term leadership.
23 No, we don't need to bring somebody new in like
24 this week. I believe that -- that Courtney would
25 have to have the title of acting executive director

1 to sign or go forward with anything with FAA, FDOT,
2 with anything, and then we can always -- when we do
3 get this, we can always have -- when we have
4 somebody come in, we do need long-term
5 relationship, we have short-term leadership but
6 could be long-term leadership.

7 There's not a crisis right now. The thing
8 that we need is, you know, to be level and keep
9 working on the path that we're working on, which
10 is -- you know, has been a very good path.

11 So, you've already, you know, added an
12 executive search. I do believe that Mr. Pittman
13 should have the title of acting executive director
14 because without that, our airport still has to run.
15 And so, we always will bring someone else in if
16 that's what the board decides, but it's my opinion
17 that he should have the title of acting executive
18 director.

19 Okay. Board comment. So any other board
20 comment? Attorneys?

21 (None.)

22 CHAIRMAN LUDLOW: No. Okay. So then we must
23 have a -- a vote on whether to add executive
24 director -- acting executive director --

25 MR. OLSON: I think -- I think -- actually, I

1 think that's implied, because I think for us to
2 function, we need to have someone --

3 CHAIRMAN LUDLOW: Right.

4 MR. OLSON: -- with a signatory of --

5 MR. BLOCKER: That's correct.

6 CHAIRMAN LUDLOW: Right.

7 MR. OLSON: -- at least acting.

8 MR. BLOCKER: Correct.

9 MR. OLSON: So that's -- that was understood
10 in the -- I believe in the motion or the -- I mean,
11 I seconded the motion, right?

12 CHAIRMAN LUDLOW: Yes.

13 MR. OLSON: But I believe that was understood
14 in the motion.

15 CHAIRMAN LUDLOW: Okay.

16 MR. OLSON: So I don't know that we need a
17 separate motion.

18 MR. BLOCKER: No, sir. Again, Madam Chair,
19 this would just be to authorize the staff to enter
20 into a contract.

21 CHAIRMAN LUDLOW: I -- right. So just to
22 be -- have the authority to draw up the contract.
23 So we need to vote. Ms. Michelle?

24 MS. CASH-CHAPMAN: Aye.

25 CHAIRMAN LUDLOW: Aye. Mr. Clarke?

1 MR. CLARKE: Aye.

2 CHAIRMAN LUDLOW: Aye. Mr. Olson?

3 MR. OLSON: Aye.

4 CHAIRMAN LUDLOW: Aye. Ms. Jennifer?

5 MS. LIOTTA: No.

6 CHAIRMAN LUDLOW: Okay. And I vote aye. So
7 it is four to one and it passes at this time.
8 Thank you.

9 MS. CASH-CHAPMAN: And just to be clear,
10 though -- I'm sorry. I just -- I know just we just
11 voted, but just to be clear that this contract, we
12 can amend should both parties agree to amend it
13 moving forward, correct?

14 CHAIRMAN LUDLOW: Any contract can be amended.

15 MS. CASH-CHAPMAN: I just wanted to be sure
16 that we're all clear.

17 MR. BLOCKER: Madam Chair, if I may.

18 Yes -- yes, ma'am. So this would be a six
19 months' contract. There will be provisions in
20 there. Obviously if we find a new executive
21 director, then there'd be some provisions to
22 address that.

23 The goal is for Mr. Pittman to -- to fill that
24 role while y'all as a board are searching and
25 finding, identifying the next executive director

1 for the Airport Authority.

2 MS. CASH-CHAPMAN: Thank you.

3 CHAIRMAN LUDLOW: Thank you. Any other
4 comment?

5 MS. LIOTTA: Well, I -- I mean, I know we just
6 voted. I don't want my vote to be taken as any
7 kind of criticism of Mr. Pittman. I do think --
8 but I do feel very strongly that there's an
9 inherent conflict between -- and I think the issue
10 for me comes down to doing the contract --

11 CHAIRMAN LUDLOW: I agree.

12 MS. LIOTTA: -- while we're doing the search.
13 I think that sends mixed messages at best.

14 CHAIRMAN LUDLOW: Uh-huh.

15 MS. LIOTTA: So I think -- I look forward to
16 seeing the form of the final contract, and -- you
17 know, so I think that may address some of my
18 concerns.

19 CHAIRMAN LUDLOW: Very nice. Thank you. And
20 we certainly don't want to get in a discussion on
21 conflicts at this time. So, we have staff report.

22 MR. CLARKE: Wait. We have --

23 MR. BLOCKER: Madam Chair, just if I can just
24 respond. I -- I think -- I think there are a
25 number of things that, you know, we'll make some

1 recommendations to you as legal counsel on some
2 things moving forward.

3 And now we kind of have some -- some good
4 indications of how better to move forward with the
5 search, and we'll make some recommendations to the
6 board and there might be some opportunities to --
7 to put more structure in place and guard rails to
8 make sure we don't have, you know, some of the kind
9 of challenges that the board has faced in the past,
10 so...

11 EXECUTIVE DIRECTOR SEARCH

12 MR. OLSON: Did we just discuss the second
13 item, the executive director search? I mean --

14 MR. BLOCKER: That's up to the Chair.

15 CHAIRMAN LUDLOW: Yeah, we are ready to
16 discuss that.

17 MR. OLSON: Oh, okay.

18 CHAIRMAN LUDLOW: So, yes, I did say staff
19 report, but we had penciled in, you know,
20 Ms. Jennifer's addition to the agenda for executive
21 search discussion now. And so, would you like to
22 just begin your discussion?

23 MS. LIOTTA: Well, I thought it would be
24 helpful for every -- for us all to have a chance to
25 check in. This was a big change that we had in our

1 leadership and it directly impacts the executive
2 director search.

3 So I don't know that there's anything to vote
4 upon today, but I just thought, you know, to the
5 extent that we needed a refresher on where things
6 are, Mr. Pittman may actually be able to tell us
7 where -- where that is exactly and if we need to
8 direct staff to do anything or if we want to defer
9 for -- for more discussion at the workshop. I
10 think it's good to just do a check-in.

11 CHAIRMAN LUDLOW: Thank you. Thank you.
12 Mr. Olson, comment?

13 MR. OLSON: Yeah. I'm glad this item is added
14 because, given our situation, given what's
15 happening, been happening, not happening, and given
16 that we have a -- now, a rather depleted admin
17 staff for support in a -- whatever the board is
18 looking for for support in an executive director
19 search, maybe nothing.

20 But I just strongly feel now, given exactly
21 where we are in the situation, that a professional
22 executive search firm is probably the option that
23 is most needed. Sure, they charge a fee, but there
24 are some other rather expensive things that we're
25 dealing with that are consequences of not mounting

1 a professional search earlier.

2 So I'm strongly in favor of a professional
3 executive director search firm working directly
4 with this board, no conflicts, because -- working
5 directly with this board to deliver to us a
6 qualified, seasoned, professional airport
7 management as -- as quickly as possible.

8 These firms, the one that we used for deputy
9 search a while back, they deliver -- their contract
10 has them typically delivering within several weeks
11 a list of a first cut of candidates for the board
12 to review, and they work quickly to bring -- in a
13 very efficient organized way, to bring in finalist
14 candidates. So that's my view. I feel that we
15 should just resolve to do it that way.

16 CHAIRMAN LUDLOW: Thank you. Ms. Michelle?

17 MS. CASH-CHAPMAN: I'm just wondering. I know
18 that things have been a little busy, but I know
19 that Ms. Liotta had asked a few times now for an
20 update at the last meeting regarding -- I know that
21 Mr. Clarke had wanted to see a salary comparison --

22 MR. PITTMAN: Yes, ma'am.

23 MS. CASH-CHAPMAN: -- and I'm wondering what
24 the status of that is.

25 MR. PITTMAN: That is correct. So that was

1 requested from HR last Wednesday unfortunately, and
2 so I talked to them this morning. Due to the
3 last-minute request, they had to be -- they weren't
4 able to make that for you. I spoke to Ms. Liotta
5 about that earlier. I will have that for you this
6 week and e-mail it out to each one of you so
7 there's no need to wait for the -- the next
8 workshop.

9 CHAIRMAN LUDLOW: Thank you. Mr. Clarke?

10 MR. CLARKE: I have to say I agree with
11 Mr. Olson's comments about the professional search.
12 I just think it's premature to -- to launch that
13 effort right now.

14 There -- there -- first of all, we -- we don't
15 want to overburden the staff any more than we
16 already are, you know, and -- and for Mr. Pittman
17 to get up and running with -- you know, to learn
18 ropes. And we have a -- a contract CFO that we --
19 we've hired, and they're going to be reconfiguring
20 our, you know, financial structure, and that --
21 that is going to have a positive impact.

22 We have budget time coming up, and I think --
23 I think I would prefer to wait until maybe another
24 three months go by, some time around there. We
25 have Mr. Pittman under contract for six months. I

1 don't think we're going to suffer if we wait three
2 months, half of that time, before we begin the
3 search for executive director.

4 But I have to say I think Mr. Olson is on
5 target with his recommendation that we hire an
6 outside firm. It's just -- you know, I think that
7 may be the way to go.

8 CHAIRMAN LUDLOW: Okay.

9 MS. LIOTTA: I -- I disagree that we should
10 wait halfway through a potential six-month contract
11 to even start something. I mean, we'd be looking
12 at people who they may need to give two months'
13 notice where they are. I mean, even if we find
14 someone immediately, that's not a guarantee that
15 we'd be looking to make a change within a short
16 amount of time.

17 So I think we're going to need -- even if we
18 get started, you know, earnestly, that it's going
19 to be anything less than a several-month pro --

20 CHAIRMAN LUDLOW: Thank you.

21 MS. LIOTTA: -- process.

22 CHAIRMAN LUDLOW: May I have my comment now,
23 thank you?

24 We don't need to make hasty decisions. We --
25 I thought our workshop would be the place to

1 discuss all the things that we needed. And by the
2 way, we need to set a date for the workshop. And
3 our next formal meeting will be June the 10th. So
4 our workshop could handle so many of these
5 questions and what we needed to bring up at the
6 formal meeting.

7 So, I think -- well, at this time, can I ask
8 if you want the workshop to be on June 3rd, which
9 is the week -- the Monday before our regular
10 meeting, which is June 10th? Because we can't do
11 it our normal two weeks because we didn't have two
12 weeks. Plus, it's Memorial Day weekend, so we have
13 to move it to the next week. And the next week,
14 the next Monday would be June 3rd. And then our
15 regular meeting -- June 3rd for the workshop.

16 And all of this can -- the workshops are less
17 formal. You can say all the things we need to --
18 to say, we can do that now, but it is public, and
19 we do -- we just don't want to make any hasty
20 decisions.

21 And we have no crisis at the moment, thank
22 goodness. We have no crisis at the moment. Yes,
23 we want long-term leadership and we need to work
24 together at a workshop to malign [sic] that
25 process.

1 So workshop on June 3rd, what's your opinion,
2 Ms. Jennifer? And the formal meeting June 10th,
3 which is our second --

4 MR. OLSON: While she's looking, the 3rd works
5 for me.

6 CHAIRMAN LUDLOW: Thank you.

7 MS. LIOTTA: I believe the 3rd would work for
8 me.

9 CHAIRMAN LUDLOW: All right. And regular
10 meeting June 10th, which is --

11 MS. LIOTTA: I actually have a conflict on the
12 10th, but I can't -- if that's the regular meeting,
13 so I just --

14 CHAIRMAN LUDLOW: Okay. Ms. Michelle?

15 MS. LIOTTA: -- be there.

16 MS. CASH-CHAPMAN: The 3rd's fine for me.

17 CHAIRMAN LUDLOW: Good for you? Mr. Clarke?

18 MR. CLARKE: I -- I think it's -- puts too
19 much of a burden on the -- on the staff to have --
20 you know, to ask them to prepare for a workshop
21 meeting on the 3rd and then a regular meeting on
22 the 10th. They're already overburdened and I'm not
23 in favor of that.

24 MS. LIOTTA: What are we asking staff to
25 prepare for on the 3rd?

1 CHAIRMAN LUDLOW: For -- on the 3rd for our
2 workshop, we're -- well, we're certainly low on
3 staff, I'm telling you that.

4 MR. CLARKE: Well, I -- I'm just not in favor
5 of it, so just putting my opinions in there.

6 CHAIRMAN LUDLOW: Okay.

7 MR. CLARKE: I mean, I'll be here if you
8 schedule a meeting, but I don't think it's
9 necessary.

10 CHAIRMAN LUDLOW: Well, one thing I -- Roxanne
11 will get the meeting notice out. She has time to
12 do two weeks. So before June 3rd, if she can also
13 put in the formal meeting for June 10th so they
14 both will be publicly advertised at 4 p.m. on
15 Monday.

16 MR. CLARKE: Okay.

17 CHAIRMAN LUDLOW: I'd like to know if you guys
18 would ever like to change it off Monday. Just
19 saying. You know, we have so many conflicts on
20 Monday.

21 Okay. So, anything else on executive search?
22 Then we need our staff re -- staff report, please.

23 STAFF REPORT

24 MR. PITTMAN: Yes, ma'am. So here -- so this
25 last month, we had over 18,000 op -- 1,800

1 operations. This was the second busiest month for
2 air traffic control.

3 Also, we brought on board Ross Conceptual
4 (phonetic) to help us with outside -- an outside
5 CFO. We've been doing a great job of meeting with
6 them. We was going to bring them up today, but
7 we'll have them at the workshop so they can speak
8 to you all and then you can look and see what
9 they're doing and then make a decision going
10 forward if you-all want to -- for us to continue
11 using them.

12 Like I said, due to the time and the
13 circumstances of this meeting, I didn't think it
14 was time for us to bring them up yet. But they did
15 come, they drove all the way down, and they are in
16 attendance to show their support.

17 CHAIRMAN LUDLOW: Okay. Who is our --

18 MR. PITTMAN: If you don't mind.

19 CHAIRMAN LUDLOW: Would you stand up, please?
20 Oh, hi. And thank you for what you're doing.

21 UNIDENTIFIED SPEAKER: You're welcome.

22 CHAIRMAN LUDLOW: It really is -- it's a much
23 needed process and -- you know, and the board
24 doesn't have to worry because we're paying by
25 contract hours and things that he's going to get us

1 all lined up for the first time in a lot of years.

2 MR. PITTMAN: Yes.

3 CHAIRMAN LUDLOW: So thank you for being here
4 and thank you for going through all that work.

5 MR. PITTMAN: Yeah, we are going to be amazed
6 at all the things that they're offering for us.
7 And so, like I said, I just wanted to wait and give
8 them the opportunity to do their own presentation
9 so that they can wow everybody with what's coming
10 in the future.

11 CHAIRMAN LUDLOW: Good idea.

12 MR. PITTMAN: Also, we have the tower
13 equipment being installed at the end of this month.
14 So that will be communications, shades, also the
15 light gun that only works for three seconds. So
16 that's an upgrade, complete and total upgrade of
17 the communication system.

18 If you or anyone is aware of what goes on in
19 the tower, what we have right now is an outdated
20 system that had -- that hasn't been built in years.
21 So if anything were to fail, like we had the
22 lightning strike back on September 20th, we was
23 using cell phones and hand-held radios to talk to
24 aircraft.

25 And if you know about line of sight, you can't

1 talk to an aircraft outside of three miles with
2 that. So it was a very dangerous and risky thing.
3 It would still be apart after the lightning strike,
4 but here we are; we're about to get some new
5 equipment and this is going to change everything.

6 It's updated to touch screen. It's going to
7 change the ATIS. I know a lot of you listened to
8 the ATIS over the years and heard feedback in the
9 background. That is promised to go away. So that
10 to me is a huge change to the safety and the
11 environment of the tower. We're also going to have
12 backup radios.

13 Okay. Also, maintenance is being conducted on
14 the airfield. We're doing stripping and also
15 filling cracks that's on Taxiway Alpha. We were
16 planning on changing hold short markings coming
17 from the -- the terminal area to Runway 2/20
18 because they weren't done right. So we're going to
19 fix them.

20 That was a part of the FAA inspection. That's
21 one of the last items we have to finish for said
22 FAA inspection and we'll be complete. And that is
23 the end of the operations side. Thank you.

24 CHAIRMAN LUDLOW: All right. Thank you so
25 much, Courtney, for -- for taking over the helm.

1 And thank goodness you were in there long enough to
2 become familiar with all the things we needed.

3 MR. PITTMAN: Yes, ma'am.

4 CHAIRMAN LUDLOW: So we really appreciate all
5 the nighttime hours you were staying awake getting
6 ready for this.

7 PUBLIC COMMENT - GENERAL

8 CHAIRMAN LUDLOW: Okay. That's staff reports.
9 So, public comment? Any other reports from us,
10 board comment on staff reports? Okay.

11 So, we are down to public comment, and I would
12 like to remind the public that, you know, we have a
13 three-topic agenda today, and our leadership is
14 great, and so let's stay on a positive note,
15 please.

16 So, who -- who would like to do first public
17 comment? Please state your name and address.

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

19 As a member of this airport and as a member of
20 SAAPA as well, I have really three concerns.

21 Number one is the waiting list. What's happening
22 with the waiting list? What are we doing?

23 The second one, have we gone and really made
24 sure that the hangars are being used for
25 aeronautical purposes? I've seen quite a few

1 hangars that really don't have an airplane and they
2 have lots of furniture and stuff like that. What
3 are we doing to address that?

4 And the last one I think is hangars. When are
5 we going to get hangars? And I think if we don't
6 go to the waiting list and check and make sure that
7 this waiting list is really appropriate or correct,
8 because I understand we're going to be build about
9 32 hangars, do we need 32 or do we need 200 or do
10 we only need two? So the waiting list needs to be
11 addressed immediately to determine what's really
12 really needed and then the aeronautical use to make
13 sure that we have there that.

14 On top of that, I'm really concerned about all
15 of the changes that take place. Now I understand
16 better what's going on. Thanks for the board to
17 taking some step. Thanks for Mr. Pittman for
18 taking over Mr. Topp. But we're just learning,
19 and like you said, let's be on a positive note and
20 let's just keep up -- keep up the good work. But
21 what I'm concerned, the waiting list, aeronautical
22 use, and the hangars. Thank you.

23 MR. PITTMAN: Madam Chairman --

24 CHAIRMAN LUDLOW: Thank you.

25 MR. PITTMAN: -- if I may?

1 CHAIRMAN LUDLOW: Thank you. Yes.

2 MR. PITTMAN: Yes, sir, if I may answer your
3 question.

4 All right. So we have gone through that said
5 waiting list and identified individuals that didn't
6 exist or was on multiple waiting lists, and then we
7 asked them were they serious about being here and
8 some of them fell off.

9 All right. So the only issue is we don't have
10 those new hangars yet. So that is before the
11 board, if I may, that we're working on deciding if
12 we're going to go with the full project of totality
13 of those hangars or we're going to go to separate
14 proj- -- projects. So we are moving forward with
15 that.

16 And then another thing we're working on is
17 the -- the hangar leases. So once we get that
18 uniform, that will help everything fall into place.
19 So, we're -- we're heading in multiple directions
20 to solve that problem from the Airport Authority
21 perspective.

22 CHAIRMAN LUDLOW: And thank you. And even
23 though, you know, we were trying to keep it to our
24 three topics today, that's very good that you're
25 concerned about that, Jose.

1 Is there any other public comment? Okay.
2 Matt, let me let you go first and then, Jack, you
3 just get ready to start getting up. I'm going to
4 let Matt go first and then you get ready to get up.

5 MR. LIOTTA: Thank you. Again, Matt Liotta,
6 Ponte Vedra Beach.

7 I -- I hope everybody else enjoys hearing the
8 sound of turbines going back and forth during your
9 meetings now. That didn't used to be the case.
10 Isn't it great how many more operations there are
11 and that we have a 145 MRO here? I think so,
12 obviously. But I want to address another couple of
13 points in regard to the executive director.

14 First, Mr. Pittman --

15 MR. PITTMAN: Yes, sir.

16 MR. LIOTTA: -- I would highly encourage you
17 to meet with the constituents. Now that you're in
18 this position, coming to a SAAPA meeting and
19 interacting with that group as well as some of
20 those other commercial tenants here, I think is --
21 is important to establish early relationships and
22 learn information that may not have been readily
23 available. I think that was helpful for others in
24 the previous position.

25 But I do want to address the other thing,

1 which is that I think the Airport Authority has an
2 issue with the salary associated with the executive
3 director position. Namely, I think it's too high.
4 Especially compared to some of the other salaries
5 that are paid for other jobs here at the airport.

6 When this most recent issue came up, there was
7 a lot of discussion in the community about, you
8 know, who could be the new executive person, who
9 might apply, et cetera, and the number one thing
10 that I can say happened with every conversation I
11 heard was, you know, "Wow, that pays a lot."

12 And I just want you to be aware of this fact
13 because it may be attracting a situation that is
14 not helpful to the airport. I think we all want
15 excellent character. We want someone who's got the
16 experience and capability of doing the job. But
17 sometimes if the pay is particularly coveted, it
18 can lead to people engaged in bad outcomes for us
19 for -- for bad reasons.

20 I know that when you compare it to the rest of
21 some of the leadership positions in the county,
22 that it does not seem to hit the benchmark. And I
23 know you don't have the benchmark data, but I
24 suspect you will soon enough. And maybe there's a
25 reason why you don't have the benchmark data even

1 though it's been requested for a while.

2 So, for what it's worth, my suggestion is
3 really simple. As you engage in this process yet
4 again, consider making that salary more equitable
5 to other leadership positions in the county.

6 CHAIRMAN LUDLOW: Thank you, Matt. And I
7 agree. And that's a perfect workshop discussion as
8 we're going through the qualifications and
9 experience and salary would also, you know, be part
10 of that discussion. I appreciate that.

11 Mr. Gorman, you have to talk loud.

12 MR. GORMAN: Yes. I'll stay seated, if you
13 don't mind. Just short and sweet.

14 This waiting list --

15 UNIDENTIFIED SPEAKER: Name and address?

16 MR. GORMAN: Yeah, sorry. It's Jack Gorman,
17 795 Stokes Landing Road, St. Augustine.

18 Short and sweet, if we have this huge waiting
19 list, then I would suggest that the board -- I know
20 there's some financial considerations that -- that
21 the county has with it, but request for earnest
22 money on these.

23 If you want a hangar, request earnest money;
24 in other words, the first and last month or at
25 least one month, and I think that would take -- it

1 would separate the men from the boys. Because I
2 think the waiting list is -- is overly long and I
3 would like to see that cull happen, both commercial
4 and regular retail.

5 CHAIRMAN LUDLOW: And that's a very good
6 suggestion and, yes, we do work on that. Another
7 good workshop discussion.

8 The waiting list, well, at least we're moving
9 along with it because now we have the measurements
10 of every hangar so when we say commercial hangar is
11 this measurement, corporate hangar is this
12 measurement. So that's a first for us, so we're
13 moving along with that.

14 Now we can say, you know, do you want -- like
15 H-0, you know, it's a corporate hangar, will your
16 plane fit in there, you know? So you can look at
17 the hangar, you know, before you decide and -- and
18 at least you have an idea of the measurements of
19 that hangar. It's easier to see it, to see if your
20 plane will go in there, than it is to say, yeah, my
21 wing is this long and my wing is this long.

22 So we totally agree and we are working on the
23 idea of a deposit to have your name on the list.
24 Yes, we are working on that. We are -- it's
25 getting more streamlined every day. I mean, thanks

1 to Courtney, he's been working on that waiting list
2 and getting it totally streamlined for us. So
3 that's a very good suggestion and we will act on
4 that for sure. Thank you.

5 Any other public comment?

6 MR. HAY: Madam Chairman, I didn't fill out a
7 slip. Are we not doing slips now?

8 CHAIRMAN LUDLOW: Hi. Say who you are, sorry,
9 or I'll get a yellow piece of paper.

10 MR. HAY: Thank you. My name is Bill Hay.

11 I -- something came up in my personal life in
12 the last 12 days that also affects my aircraft life
13 or hopefully not any time in the near future, but I
14 brought it to the attention of the young lady that
15 is now running the office and has to do with
16 ascension of leases.

17 My aircraft are owned by my company. My lease
18 is with me and my company. I am my company. If
19 something were to happen to me, my descendants
20 would have to struggle to find a place to stick my
21 aircraft.

22 And so, my question is: Does the lease need
23 to have some type of amendment in it that will
24 allow the descendants of the leaseholder to assume
25 that lease if they are, A, blood relatives or

1 members of the company for which the aircraft is
2 registered?

3 And I know this young lady said she was going
4 to work on that, but I wanted to bring it to the
5 attention of the board that we're all getting older
6 and we're still flying older, but we don't know at
7 what time the bell will toll.

8 CHAIRMAN LUDLOW: And -- and thank you. That
9 is another thing probably our attorneys will
10 address, because so far we've been going into LLCs
11 and -- and I don't even know what the future of the
12 LLCs are, but, you know, they will tell us.

13 So -- and thank you, Bill. We should have a
14 report on that. That's a really, really good
15 point. That's why it's so good for the public to
16 come talk to us, okay? Thank you. Any other
17 comments, public comment?

18 (None.)

19 CHAIRMAN LUDLOW: And thank you, very much. I
20 appreciate everyone sticking as much as we could to
21 our topics today. We tried -- I know we're going
22 to do board comment, I haven't forgotten that, I
23 was just still talking. Because, you know, we were
24 trying to keep it, you know, on a positive note
25 where there is no crisis and we're doing great.

1 And I'm really happy, you know, that there are so
2 many people here, and I wish, you know, more people
3 would come and participate more often. And, Kevin,
4 nice to see you, too. Okay. Thank you.

5 MEMBER COMMENTS AND REPORTS

6 CHAIRMAN LUDLOW: Board comment? So,
7 Ms. Michelle?

8 MS. CASH-CHAPMAN: So I just wanted to say for
9 our next workshop, I would like to see on the
10 agenda some discussions about interlocal
11 agreements, and I want to say staffing overall, so
12 that we can cover interim director, executive
13 director search, just staffing as a whole, if we
14 could. I don't know if we can word it that way,
15 but if we could, I think that would be helpful.
16 I'm going to leave it a little bit open for us to
17 have some leeway there.

18 I would also like to be able to discuss the
19 wait list and the earnest -- earnest deposits,
20 because I think that it is important and it has
21 been brought up a few times and we just haven't
22 seemed to find the time to discuss it openly. So I
23 think that workshop might be a good place to start
24 that discussion.

25 CHAIRMAN LUDLOW: Is that it?

1 MS. CASH-CHAPMAN: That's all. That's all for
2 me.

3 CHAIRMAN LUDLOW: Very good. Thank you.

4 MS. CASH-CHAPMAN: Thank you.

5 CHAIRMAN LUDLOW: And, yeah, the -- that's
6 what the workshops are so good for, that you can
7 just discuss whatever we need to discuss.

8 Mr. Clarke?

9 MR. CLARKE: Yeah, I would also like to see
10 some -- a -- some news on the potential inter --
11 intergovernmental agreement with the county.

12 CHAIRMAN LUDLOW: Interlocal.

13 MR. CLARKE: I think it's very important and
14 we've been talking about that on and off.

15 And, you know, to, you know, refer to
16 Mr. Liotta's comments, there are many many
17 opportunities I think where we can work in
18 conjunction with the county and utilize their
19 resources. And perhaps they may, you know, have
20 some need for our resources as well, you know, like
21 the land that we have on the west side of U.S. 1.
22 So --

23 CHAIRMAN LUDLOW: Yeah, I agree.

24 MR. CLARKE: -- I'd like to see an update on
25 that.

1 CHAIRMAN LUDLOW: Thank you. And we can
2 support them because when we talked to the county,
3 they said, yes, and you can support us in some of
4 our endeavors, and that's a good symbiotic
5 relationship. Mr. Olson?

6 MR. OLSON: Yeah, I guess we've got our --
7 we've loaded up our workshop, but I -- I would like
8 to have -- these financial consultants that are now
9 working for us, I hope they might be able to help
10 us with some of these questions or needs to further
11 clarify how we manage our available capital.

12 And I think now is -- we have -- we have a lot
13 of information about our capital projects that
14 re -- for the next year and two years that require
15 significant local match. And we have, as we've
16 discussed earlier in this meeting, the need to
17 identify a level of -- of reserve that we maintain
18 for emergencies.

19 I'm hoping they're working on all of that.
20 And if they're not, then they probably don't need
21 to be at our workshop. But if that's part of their
22 assignment -- I'm really not sure exactly what
23 their assignment is and when they're going --
24 expected to produce whatever they're working on.

25 So I'd just generally like to have a little

1 bit of insight-oriented discussion, and if they can
2 help us with -- further on the things I just listed
3 at the workshop for us to understand better those
4 items, that would be good.

5 CHAIRMAN LUDLOW: I think that's a fabulous
6 idea. And are you talking about like our contract
7 financial officer or just our accounting firm?

8 MR. OLSON: Well, whatever firm that we now
9 have under contract that is doing significant
10 financial planning for us, I believe --

11 CHAIRMAN LUDLOW: Right. Okay.

12 MR. OLSON: -- so, yes, that.

13 CHAIRMAN LUDLOW: That's a great idea. So we
14 can have them both at the workshop, and if you
15 still want them at your finance and audit
16 committee.

17 MR. OLSON: Well, we -- we haven't scheduled
18 that yet --

19 CHAIRMAN LUDLOW: Okay.

20 MR. OLSON: -- I mean, but a little bit -- I
21 think it's -- it really -- a full board needs to
22 have some time thinking about that as a board.

23 There are some airports that have -- the pie
24 chart that was sent out was helpful. In a way, it
25 shows how much -- how dependent we are on leases

1 for our revenue and how dependent we are on grants.

2 MR. PITTMAN: Yeah.

3 CHAIRMAN LUDLOW: Uh-huh.

4 MR. OLSON: Some airports are -- and the
5 financial constraint is that they have to delay
6 grant projects because they do not have sufficient
7 local match in their capital reserves to match
8 those grants.

9 I'm hoping we are not going to get to that
10 place, but we need to give attention to planning.
11 And if there are -- is a need to allocate more
12 carefully where we're putting our available capital
13 for capital projects, we might be in a -- be in a
14 situation of having to prioritize which projects we
15 do, rather than look at a whole array.

16 CHAIRMAN LUDLOW: It would be a great
17 education for us, wouldn't it?

18 MR. OLSON: Yeah. I mean, I think not only
19 education, but sort of we don't want to paint
20 ourselves into a corner and have disappointments
21 and surprises.

22 CHAIRMAN LUDLOW: I agree.

23 MR. OLSON: Plus, we have some big
24 construction -- I mean, we have a big construction
25 project, as was referred to here, that we have I

1 think 60 -- only 60 days left to act on, and that's
2 a big commitment of -- of resources. So, yes.

3 CHAIRMAN LUDLOW: I agree. And I -- actually,
4 you know, that would be a good monthly report, you
5 know, to -- to keep everybody up to snuff on
6 everything. I think that's a very good suggestion.
7 Okay. Ms. Jennifer?

8 MS. LIOTTA: I agree with the topics that have
9 been raised today. I also think that -- and I'm
10 not asking staff to do any of the work for the
11 workshop, but I think we need to immediately take a
12 look at current expenditures and make sure that
13 they are in line with priorities and a clear ROI.

14 For instance, I had heard that there was
15 potentially going to be some kind of mixer planned
16 in September. It would be like a day to invite
17 local politicians, county officials, and people
18 to -- to see how we can work together. And I think
19 that's a good idea; however, inviting area elected
20 officials in the month of September is a guaranteed
21 way of getting nobody to show up because
22 everybody's going to be out campaigning. So I
23 think that needs to be reconsidered immediately.

24 And other items, such as PR in general, I
25 mean, I think it's back to basics, focus. But I do

1 think that building those relationships needs to be
2 a top priority, but they're -- the way we're going
3 about it now, we may not be getting the ROI. So I
4 think the -- we should be considering or having
5 staff look into other professionals that may be
6 more effective in helping us.

7 CHAIRMAN LUDLOW: Very good. I -- I agree.
8 We need all the information we can get. So let's
9 definitely take advantage of that. That's a very
10 good suggestion.

11 Do the attorneys have anything to say for us?

12 MR. BLOCKER: No.

13 CHAIRMAN LUDLOW: Okay. If there are no more
14 public comments, board comments, I say we adjourn
15 our meeting. Meeting adjourned.

16 (Meeting adjourned at 5:35 p.m.)

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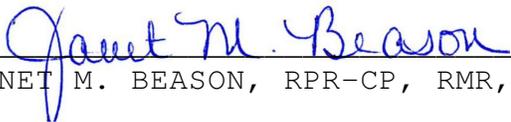
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REPORTER'S CERTIFICATE

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 31st day of May, 2024.



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

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E R R A T A S H E E T

RE: Airport Regular Board Meeting 5-13-24

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