

MELBOURNE AIRPORT AUTHORITY BOARD
Minutes for March 24, 2021 Board Meeting
Airport Board Room

In attendance:

- Mr. Jack L. Ryals, Chairman
- Mr. William C. Potter, Vice Chairman
- Mr. Paul Alfrey, Mayor
- The Honorable Debbie Thomas, Councilmember
- The Honorable Tim Thomas Councilmember
- Mr. Michael Fischer, Member
- Mr. Scott Mikuen, Member
- Mr. Adam Bird, Airport Attorney
- Mr. Greg Donovan, A.A.E., Executive Director
- Mr. Mark Busalacchi, Director of Business Development
- Mr. Cliff Graham, C.M., Director of Operations and Maintenance
- Ms. Melissa Naughton, C.M., Assistant Director of Business Development
- Mr. Mike O'Dell, C.P.A., Director of Finance and Administration
- Mr. David Perley, A.I.C., Director of Capital Improvements

Pledge of Allegiance

Airport Announcements by Executive Director Greg Donovan:

- Officer Watts was welcomed to the MLB Police Department.
- Mr. Bill Thornburg, First MAA Chairman, was given a tour of the Airport.
- American Airlines nonstop flights to Ronald Regan National Airport (DCA) return June-September.
- Aerion's AS2 Supersonic Jet being built at MLB (video shown).
- TUI begins selling holiday/vacations to central Florida via MLB.

Action Items

Approval of the February 24, 2021 board meeting minutes. A motion was made by Ms. Thomas for approval of the minutes, seconded by Mayor Alfrey. Motion passed unanimously.

Item A-1 Recommendation to Approve the Consent to Potential Assignment of Lease to Sheltair Melbourne II, LLC.

Mr. Donovan explained that Sheltair Aviation is well known in the general and corporate aviation industries as an owner and operator of 18 Fixed Based Operator (FBOs) facilities throughout the United States. Sheltair is an existing tenant of the Airport and currently leases over 31 acres on the northside of the Airport. Sheltair has made the decision to acquire Apex Executive Jet. Sheltair Melbourne is purchasing the assets and certain liabilities of Apex Executive Jet, including the 13-acre lease at 140 S. Apollo Boulevard with plans to continue as a FBO business. Mr. Todd Anderson and Mr. Milo Zonka were present at this meeting representing Sheltair and the Holland family. Mr. Chris Appleton formerly the CFO of Embraer North America, is the CFO for the Holland family and for Sheltair. With the Airport and staff having history with these individuals and now as the new team at Sheltair, they will assist in guiding the Airport through great advancement with the Airport's business model. Sheltair will bring needed amenities for the growing number of servicing of commercial and corporate aircraft here at MLB.

Mr. Donovan continued to explain as part of the purchasing process, all financial and transactional documents have been reviewed by staff as well as the Airport Attorney, Adam Bird. In addition, Mr. Bird has been in contact with the Federal Aviation Administration (FAA) regarding the sale and assignment. FAA has communicated that there are no discrepancies. The closing is scheduled to take place in May 2021.

Chairman Ryals asked if Mr. Anderson would like to address the board. Mr. Anderson added they have been working toward a seamless transition and look forward to advancing the partnership with the Airport.

Mr. Potter asked if Mr. Donovan could explain the general option part of the lease. Mr. Busalacchi stated the lease goes through 2049 and there are three five-year options, right of first refusal for 10 acres contiguous to its parcel to the north along Apollo. Mr. Potter asked if there is a taxiway to that additional property? Mr. Busalacchi stated there is aeronautical apron space in front of the property.

Motion was made by Mr. Thomas for approval of the Consent to Potential Assignment of Lease to Sheltair Melbourne II, LLC and authorization for the Executive Director to execute said Consent on behalf of the Authority, contingent on FAA approval, seconded by Mr. Potter. Motion passed unanimously.

Item A-2 Recommendation for Approval of Resolution 3-21 to Approve a Budget Increase of \$27,000,000 (Overall Project Budget of \$61,000,000) for the Terminal Renovation and Expansion Project to Expand and Modernize the Facilities Needed for Air Service Development.

Mr. Donovan stated this action item is part of a very important decision the board will be making today. He began to explain, in detail, the reasons behind this increase in the Airport's budget. The original cost estimate in March 2020 for the Terminal Renovation and Expansion Project was in the range of \$42 to \$57 million for the terminal design construction and did not include any airfield work. During the last 12 months and working within scope adjustments, value engineering and estimating costs, these costs have fluctuated from \$36 to \$62 million. The Airport is currently at the \$47.4 million amount, which is just for the costs of the terminal building. This amount did not include any of the current apron work that is now larger than expected. It was known that minor adjustments would have to be made to the apron, but the cost focus was on the terminal building.

There have been several developments in the project including the size of the baggage claim, the need for a ground transportation welcome center, the Transportation Security Administration (TSA) checkpoint expansion, and the limitations of the current infrastructure. There has also been an increase in material costs due to the COVID-19 situation, inflation, and newly implemented regulatory requirements.

Mr. Donovan continued to explain the apron costs, which were not originally included in the project, are now at \$11 million due to Environmental Protection Agency (EPA) regulatory requirements. The cost of the material alone is now three times higher than the original cost estimates and continues to increase. There have been many unforeseen conditions such as new City requirements for a sprinkler system at a cost of \$2 to \$3 million and the new COVID-19 standards for the TSA checkpoints. The Federal Aviation Administration (FAA) has a new requirement for an on-site project representative that is an additional cost of \$300,00 just for the ramp construction.

Additional costs include:

- \$3 million for passenger boarding bridges.
- \$1 million to modify the existing restaurant into a VIP lounge.
- \$2.8 million for welcome center/ground transportation area.
- \$2 million for restrooms.

- \$2.5 for upgrading the baggage claim area.

\$27 million breakdown

- \$22.3 million due to adding additional needed items or due to required regulatory changes.
- \$4.7 million is unforeseen conditions and costs of supplies and materials.

Mr. Donovan presented some examples of what other airports are spending on minor improvement and construction projects. Tallahassee International Airport has spent over \$21 million replacing floors, lights, HVAC system with no increase in square footage. Sarasota Bradenton International Airport has done the same investing \$30 million with no increase in square footage. The cost for MLB to increase the square footage by 80,000 square feet is \$61 million. He continued stating another airport, which is very comparable to MLB, is receiving bids for over \$109 million for just adding narrow-body gates. Mr. Donovan stated that from the square footage standpoint, MLB is coming in at one-third the cost of what Orlando International Airport is spending on construction currently. The cost for construction, in general, will greatly increase with the newly signed \$109 trillion federal stimulus bill that was passed into law. He continued to state that the staff has been fiscally responsible through the process but would have liked to have a better prediction a year ago of what the total cost would have been.

Mr. Donovan explained that Action Items A-2 and A-3 is a combination with A-2 asking to amend the budget and A-3 is requesting approval of a loan commitment.

Mr. O'Dell presented the current budget and the budget amendment that is required to increase the overall budget and to align the grant revenue and local funds with expected funding sources for the project. He presented the budget, funding plan and overall debt which are all interconnected.

The current budget is \$34 million for the terminal project, originally named Terminal Transformation Project, and was approved as part of the FY2019 budget. The scope was for the renovation of the existing facility and did not include the additional square footage.

The total funding of this project is \$61 million, which includes the Terminal Rehab/Expansion, Passenger Boarding Bridges, and the Ramp Rehab/Expansion. The In-Line Baggage System Project is not included in this amount due to the different design and funding cycle. The TSA is in the process of approving a grant for this system, but design cannot begin prior to receiving this grant award.

Mr. O'Dell continued to explain the funding sources for this project; FAA grants in the amount of \$19,985,053, Florida Department of Transportation (FDOT) Grants in the amount of \$11,093,954, cash reserves equal \$20,920,993, and a loan in the amount of \$9,000,000. The \$20 million of cash reserves is coming from three different sources: CARES Grant, land sales, and \$4 million in reserves.

He gave an overview of the debt process and it was determined that Truist (SunTrust) would be the best option for the Airport with the interest rate under 2 percent, fixed-term, fixed-rate 10-year loan. Details were given on the Pro-Formas including decrease in incentives, passenger loads, and Customs and Border Protection (CBP) cost decreases. More details were given regarding debt per enplanements and debt amortization.

Mr. O'Dell gave the overall loan terms of a total loan of \$9 million with a 1.95 percent fixed interest rate with a 10-year fixed term. Interest only for 2 years, the principal and interest for 8 years with no prepayment penalty after 7 years. He is requesting the Board approve three items: budget change, debt issuance, and new budget for in-line baggage system. If approved these three items would be taken to City Council on April 13 with a closing date of April 21.

Mr. Potter asked if the CARES Grant is operating money? Mr. O'Dell said yes, he explained that taking major expenditures like payroll and then using the grant which is non-operating income. Mr. Potter continued asking with the stimulus bill that was signed last week did any of those funds get included in this budget? Mr. O'Dell stated he has three different CARES grants that he divided into: CARES 1.0, 2.0, and 3.0. CARES 1.0 is \$19 million that is being drawn on, 2.0 is \$2 million and is in the process of being issued by the FAA, and 3.0 could be about \$3.5 million. All of these can be used for operating expenses as well as debt service and have up to four years to be used. Chairman Ryals stated that CARES 2.0 and 3.0 are not part of the budget yet. Mr. Potter asked about the Customer Facility Charges (CFCs) and Passenger Facility Charges (PFCs) projections and what are they based on and if they are contractual for TUI? Mr. O'Dell explained that the passenger projections are based on the current schedule TUI has given with a 90 percent load factor. As for the customs cost, \$1.4 million is based on the estimated cost based on the current schedule TUI intends to operate. Mr. Potter asked if the operating costs would drop proportional to the increase in PFCs and CFCs. Mr. O'Dell stated yes.

Mr. Fischer asked if the maintenance costs for the new terminal were factored in, adding the 80,000 square feet. Mr. O'Dell stated yes, he did factor in additional Maintenance and Operations (M&O) Expenses to account for the increase in square footage from the expanded terminal facilities.

Mr. Mikuen stated that the request is now for \$61 million with \$29 million being the Airport's portion. He asked about off-ramps if TUI does not progress, and it sounds like \$61 million may not be the top due to the fact of all the unknowns. Mr. Donovan explained the original calculations with revenue and expenses were based on the minimum number of flights that TUI was expecting, and that the minimum number has now increased. The \$9 million is the Airport's debt and we can use the PFCs and CFCs for this debt, which are being generated by this new activity. The cash reserves will not be spent on this project, the \$10.8 million in CARES funds will be used.

Mr. Donovan stated the vote today is for the approval of the budget. The total budget needs to be authorized and authorization for the loan amount to move forward on any of the construction packages. The packages/off ramps for the projects are in place, including dividing of the construction into categories.

The one action item for \$9.8 million before the Board today is for the security checkpoint and hold room, as well as the steel. This is one of the construction packages. All packages have been divided and approval is needed for each one. Mr. Mikuen does not have a good sense of the off-ramps but understands what Mr. Donovan has explained. Mr. Mikuen said the rates for the loan are excellent and the staff is doing a great job with all the details. He is just concerned about future opportunities for expansion. Mr. Donovan stated that the Airport will not go below the \$15 million in reserves. Once TUI begins flying and when the PFCs and CFCs program accelerates, Mr. Donovan believes that the Airport will pay-off the debt. Plus, there are other special grants available that staff is just now becoming aware of.

Mayor Alfrey added that the staff has done an amazing job positioning forward. He is very supportive and believes that this is the right path.

Mr. Thomas commended on the great explanation. There is a small window of opportunity to lock-in prices and interest rates. There is some risk, but it is worth the risk from his perspective. He added that the staff is doing a great job executing due diligence. Mr. Donovan added everything that is built at this terminal is not exclusive for TUI. It opens the door for having a 'common use facility', which means other airlines would be able to use the gates between the time TUI arrives. The entire platform at the gates is changeable to other airline logos giving a lot of flexibility. The biggest challenge recruiting domestic airlines has been the facility, but with this renovation it will open for possible new airline business.

Ms. Thomas commended Mr. Donovan on the fantastic job explaining the financials. She stated it is a calculated risk and would like to see more off ramps also. She continued stating this is a great opportunity

we cannot miss out on. She asked regarding the CARES Act funds if the funds are being appropriately spent. Mr. Bird stated yes, the funds are being spent appropriately toward permitted expenditures. She fully supports this item. Mr. Donovan stated without the CARES funds, there might had been a bonding element and borrowing significantly more funds.

Mr. Potter stated he has seen two risks since the beginning of this project; one was TUI would not meet its projections, but he now feels confident with reducing operating expenses to off-set the loss of revenues. He is still concerned with possible increase of the \$61 million with the unforeseen circumstances that has caused the budget to rise. Is there a Plan B if the budget increases by taking funds out of operating reserves? Mr. Donovan stated depleting the operating reserve is not a plan. He stated staff meets with the consultant multiple times a week, going line-by-line as to the cost associated with each phase trying to control the costs. Critical decisions have been made such as ordering steel while the price was locked-in and items such as that have used most of the authorized \$34 million. There are still some built-in contingencies as part of this budget process. One example would be not to update the flooring in the ticketing area and then use those funds somewhere else that has a higher need. There is a whole range of items such as this to stay within the budget.

Mr. Donovan explained the original request for the terminal project was underestimated by staff and himself. He cited the World War II pavement needing to be replaced to new EPA standards and updating the security checkpoint which has not been updated since 2001. This is where the wild disparity between \$34 million and \$61 million. He does not see having any wilder disparities of \$61 million.

Mr. Fischer asked if \$61 million includes the terminal expansion, the apron, and the passenger boarding bridges and the in-line baggage would be added? Mr. Donovan explained the terminal project itself is the bricks and mortar, the building, and systems within it. The in-line baggage is an operation and maintenance project based on what the TSA can provide to us. There have been negotiations with the TSA, and it will be paying for the entire design and 90 percent of the actual build of the in-line baggage system.

Ms. Thomas stated it is important knowing the staff is looking at every possible item and finding the little things that will keep us on track.

A motion was made by Mr. Thomas for the approval of Resolution 3-21 to Approve a Budget Increase of \$27,000,000 (Overall Project Budget of \$61,000,000) for the Terminal Renovation and Expansion Project to Expand and Modernize the Facilities Needed for Air Service Development, seconded by Mayor Alfrey.

Mr. Mikuen voted against the motion; motion passed six to one.

Item A-3 Recommendation for Approval of Resolution 4-21 to Approve a Loan Commitment and Related Loan Documentation from Truist Bank in an Amount Not-to-Exceed \$9,000,000 for the Terminal Renovation and Expansion Project to Expand and Modernize the Facilities Needed for Air Service Development and Requesting and Recommending that the City of Melbourne Issue Such Debt to Finance the Project.

Mr. Donovan stated this is the first of several approvals that are necessary to encumber debt. A loan commitment of \$9,000,000, over 10 years and a 1.95 percent fixed interest rate. Funding for debt service would be focused on Passenger Facility Charges (PFCs) and Customer Facility Charges (CFCs). He explained that the Airport can maintain the debt service for this loan. Mr. Donovan, Chairman Ryals and Mr. O'Dell will present this loan commitment agreement and documentation to the City Council.

A motion was made by Mr. Potter for approval of the Loan Commitment and the forms of the Loan Agreement, Escrow Agreement and Airport Agreement Regarding Borrowings that are attached to the Resolution and requesting and recommending that the City borrow funds pursuant to the Loan

Commitment for the terminal renovation and expansion, seconded by Mr. Mikuen. Motion passed unanimously.

Item A-4 Recommendation for Approval of Resolution 5-21 to Approve the Addition of a New Capital Project and to Establish a Budget of \$1,024,944 for the Design of an In-line Baggage System Needed to Accommodate Passenger Growth.

Mr. Donovan explained the in-line baggage system is inadequate to process the expected increase in bags. The in-line baggage screening system will enable checked bags to be screened efficiently with little manual contact. Mr. Donovan explained this is a budget amendment that is required to appropriate the grant revenue and the MAA matching portion, as well as to approve the expenditure for the project. Staff recommends approval of the attached budget amendment and establishment of a project, titled "In-line Baggage System", with a design budget in the amount of \$1,024,944.

Airport staff has applied for Transportation Security Administration (TSA) funding for both phases of the project, with 95 percent of the eligible space to be funded by the TSA, with the grant/other transaction agreement (OTA). TSA has indicated funding will be awarded. This will be presented to the Board once the OTA is awarded. The Capital Projects Fund will increase \$1,024,944 for the design portion of the in-line baggage system project.

Mr. Potter asked how the \$1,024,944 was determined for the design amount for the project. Is it based on an estimated hour of work or percentage of projected cost? Mr. Donovan stated the Airport has worked with the existing terminal design contractor and the TSA to design a new in-line baggage system. Mr. O'Dell stated this is a fixed amount that has been negotiated based on the scope that TSA has established.

Mr. Fischer asked if this is just the design portion and if based on the design fees if this could be a \$10 million project. Mr. Donovan stated yes.

A motion was made by Ms. Thomas for approval of Resolution 5-21 to Approve the Addition of a New Capital Project and to Establish a Budget of \$1,024,944 for the Design of an In-line Baggage System Needed to Accommodate Passenger Growth, seconded by Mayor Alfrey. Motion passed unanimously.

Item A-5 Recommendation to Award the Next Phase of Work to The Haskell Company/RS&H/Kinley Team under Its Progressive Design/Build Contract for Package 1A (Security Checkpoint and Hold Room Foundations and Structure) of the Terminal Renovation and Expansion Project for the Guaranteed Maximum Price (GMP) of \$9,872,715.

Mr. Donovan explained this is part of the off ramps or the phasing of the work. It is divided into packages to meet the different funding requirements and to define specific scopes of work to allow individual areas to be completed independent of others. It is for foundations and structure (steel) only. This will allow the work to begin within the next couple of weeks while the rest of the design for this area is completed and a Guaranteed Maximum Price (GMP) is established.

Mr. Fischer commented that this scope is for foundations and structure only, but the rooms would have to be finished in time and if the Board decides not to move forward with finishing the rooms would it impede the progress? Mr. Dave Perley explained this phase is to put the shell of the building together, but if the Board decided not to move forward then it would be an empty space inside. All the different packages will be presented the same way, separate structures package and a separate finishes package.

Mr. Potter asked regarding the welcome center and the improved restaurant area and the reference made with these would be a contractual obligation. Mr. Perley stated for the improved restaurant area, it would be separate design-build that would give an off ramp by putting up a wall that separates the secure from the non-secure site. This would be a shell space until the time was decided to move forward. Mr. Donovan

stated the operating agreement between the airline and the Airport have references to having the capability of not finishing certain areas.

A motion was made by Mr. Potter for approval of the award to The Haskell Company/RS&H/Kinley for Package 1A (Security Checkpoint and Hold Room Foundations and Structure) of the Progressive Design/Build of the Terminal Renovation and Expansion Project for the Guaranteed Maximum Price of \$9,872,715 and authorization for the Executive Director to execute said agreement on behalf of Authority, seconded by Mr. Thomas. Motion passed unanimously.

Discussion Items

Item D-1 Annual Financial Statement Audit

Mr. O'Dell stated the audit has been completed with no findings and no management letter comments. He explained the total cash and investments have increased 21 percent from last year, the operating side was a bit lower from last year and the net income, excluding depreciation expense, which is a non-cash charge, is up to \$7.8 million this year compared to \$2.8 million last year. Mr. O'Dell will email the Board with the complete audit. Mr. Mikuen asked if there were any unadjusted differences in the audit or disagreements? Mr. O'Dell stated no.

Information Items

Item I-1 Financial Update by Mr. O'Dell

Mr. O'Dell stated the Top 10 and Financial were included in the board packets and asked the board if they had any questions. Mr. Potter asked about the land sale at \$3.9 million in May and is that the City Police land deal? Mr. O'Dell stated yes and there is another parcel for the post office property estimated at \$1.8 million and will be brought to the Board next month. Mr. Donovan added that he was approached by the City of Melbourne Fire Chief regarding property for a new fire station for the City. The idea being the City would purchase the property and then build to suit.

Item I-2 Operations Update by Mr. Graham

Mr. Graham updated the Board on the 2021 air show. The planning is further along than in the past five years and thanks to the Airshow Network staff for being timely. The Operations Plan has been written and submitted to the Federal Aviation Administration (FAA) for review. The City of Melbourne Special Activities Permit has been submitted and a pre-event planning meeting was held with the City, Airport and the Airshow Network staff. In the next few weeks, the tenants will be briefed on the air show details. Northrup Grumman is the title sponsor of the event again this year and Florida Institute of Technology (Florida Tech) also a major sponsor hosting a hangar party the evening of May 15. Florida Tech will be providing ramp space for the event for the static displays.

Other improvements to the air show are having the disabled parking inside of the airfield and the parking fee will be included in the ticket price. This will eliminate the need for collecting the parking fees in the parking lots and will help speed up the parking process. The show site is larger, which allows for better movement for the public. This event will be a socially distance event with the current ongoing conditions. The seating area is now an area with tables and two to four seated groups at each table.

Mr. Donovan added each Board member will be receiving information electronically regarding the airshow. There will be an MLB chalet where each board member will be able to bring guests, family, business contacts or associates. You will be able to pick your preferred day either Saturday or Sunday or both, park in the main parking lots, check-in at a ticket counter and then board a bus to the chalet. There will be local, national, and international perspective business members attending this event as well.

Item I-3 Construction Projects Update by Mr. Perley

Apron Renovation/Reconstruction

Happy to report no cut power lines, communication lines or water lines within the last three weeks.

Demo of the apron continues.

Demo of Taxiway D1 begun as the contractor prepare for the new retention pond.

Demo material being stockpiled and will begin crushing soon for base material.

Exterior planter on airside have been demo' d.

New drawing issued to reconfigure the pond due to existing City waterline conflict.

Working with TSA on security fence issues and the temporary location of the SIDA eye.

Terminal Renovation Phase 2

GMP for Package 1A (Security Check Point & Holding Rooms) accepted.

Haskell has put structural steel and rebar into queue and avoided the price increase.

Communication with City improved and working towards an early foundation permit for the terminal.

Comments received and Haskell preparing to resubmit.

Still concerns if fire sprinklers required in non-renovated areas before opening the expansion.

Haskell has completed the Eligibility Spreadsheet to the FAA which has been submitted and approved.

Package 1B and 2 continue with design up to the 75 percent.

Revised Welcome Center design moving forward.

Civil work around the Welcome Center to be performed by Airport Engineer Company.

This will be a separate bid package to complete the work.

VIP lounge design/builder has been on site to investigate and is preparing their proposal.

Meeting held with TSA on security check point.

They will be using new technology for screening that becomes available next January.

New Passenger Boarding Bridges

Aero Bridgeworks continues with the design and shop drawings of the new passenger boarding bridges.

Drawings for review and approval expected next month.

Foundations for the new bridges are expected to start in August.

Delivery of the bridges is expected in late December with installation completing January 2022.

Northside Expansion

Drawings are out to bid.

10 firms have picked up plans.

Addendum 4 has been issued updating coordination with our northside tenant.

New bid date is April 1, to the Board in April meeting.

ESA still waiting on comments back from the FAA on the Focused EA and the interim ALP.

Revised construction start date – No later than June 1.

Project substantial completion by January 28, 2022.

Mr. Donovan added that there will be a public workshop for residents on the northside. The time and date will be announced later.

Item I-4 Business Development and Marketing Update by Mr. Busalacchi

Mr. Busalacchi informed the Board of the new temporary website as the previous website had been hacked so badly that is no longer functional.

There is an increased interest of all the airport's property both non-aeronautical and aeronautical. There has been particular interest in non-aeronautical property on the northside.

The team is working very closely with the City on the sale of the property for the future Melbourne City Police Department Headquarters building. Once the purchase agreement is finalized and executed, the land release will be submitted to the FAA for its approval.

In Closing

Mr. Thomas had distributed information regarding the Opportunity Zone Briefing given by the City staff on Monday, April 12 at 5:30 p.m. Mr. Busalacchi informed Mr. Thomas that the Business Development Team will attend that meeting.

Mr. Bird asked to address the board, as a matter of record, desiring advice on the ongoing litigation with the Greater Orlando Airport Authority. A closed session is required to discuss settlement and cost of litigation.

Chairman Ryals suspended the regular MAA board meeting at 10:55 a.m. to reconvene at 11:55 a.m. for a 60-minute closed session.

The regularly scheduled MAA board meeting was reconvened at 11:40. A motion was made by Mayor Alfrey to approve the settlement agreement with the Greater Orlando Airport Authority, seconded by Mr. Fischer. Motion passed unanimously.

Adjournment


The meeting was adjourned by Chairman Ryals at 11:45 a.m.

PREPARED BY:



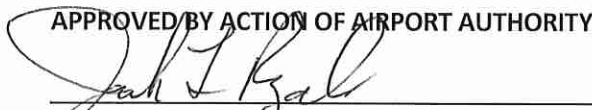
Tammy Till, Board Secretary

SUBMITTED BY:



Greg Donovan, A.A.E.
Executive Director

APPROVED BY ACTION OF AIRPORT AUTHORITY:



Jack L. Ryals, Chairman