ST. AUGUSTINE AIRPORT

BOARD MEETING AGENDA

September 9, 2026

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St. Johns County Airport Authority

Board Meeting Agenda

St. Augustine Airport (UST/KSGJ)

<u>Airport Conference Center, Wednesday, September 9, 2026, 9:00 AM</u>

- **Call to Order**
- **Pledge of Allegiance**
- **Roll Call**
- **Minutes Approval**
  - August 12, 2026 - Board Meeting
- **Agenda Approval**
- **Business Partner Updates**
- **Public Comments – General**
  - Three minutes per speaker at the discretion of the Chair
  - Address matters that reasonably may need the attention of the Authority
  - No personal, impertinent, or slanderous remarks or boisterous behavior
  - Address Authority as a body, not individual members or staff
  - Refrain from making a demand for an immediate response from the Authority

St. Johns County Airport Authority

Board Meeting Agenda
St. Augustine Airport (UST/KSGJ)

Airport Conference Center, Wednesday, September 12, 2026, 9:00 AM

Agenda Items:

- **Unfinished Business**
  - Director of Operations
  - Commercial Terminal
- **New Business**
  - Insurance Policy Renewal
- **Staff Reports**
  - Mr. Courtney Pittman, Executive Director
    - Financial Report
    - Operations & Fuel Report
    - Hangar Status Update
    - Self-Serve Fuel Update
    - FDOT Runway Inspection
    - AtkinsRealis and RS&H
    - Airport Projects Update - Presented by Passero

St. Johns County Airport Authority

Board Meeting Agenda

St. Augustine Airport (UST/KSGJ)

Airport Conference Center, Wednesday, September 9, 2026, 9:00 AM

- **Board Member Comments and Reports**
    - Mr. Nick Primrose, Chairman
    - Mr. Mario Dipola, Vice Chair
    - Ms. Michelle Cash-Chapman, Secretary/Treasurer
    - Mr. Jerry Dedge
    - Mr. Daniel Bean

- **Upcoming Meetings**
    - Second Public Hearing of Budget FY 26-27, September 15, 2026, 8:00 AM
    - Airport Authority Workshop, October 14, 2026, 9:00 AM
    - Regular Board Meeting, October 14, 2026, 10:00 AM or immediately following the Workshop

- **Adjournment**

Briefing Memorandum

To: Board of Directors
From: Courtney Pittman, Executive Director
Date: September 9, 2026
Subject: Director of Operations — Request to Authorize a Starting Salary Above the Advertised Range

I. Purpose

This briefing requests the Board's authorization to establish the starting annual base salary for the Director of Operations position at $150,000, which exceeds the advertised range of $110,000 to $135,000, so that a contingent offer of employment may be extended to the selected candidate, Mr. Travis Bryan, C.M., PMP.

The request is for base salary only. No signing bonus, relocation allowance, or other supplemental compensation is proposed. The requested salary has been incorporated into the proposed FY-2027 budget, and no budget amendment is required if the Board approves this request.

II. Background

The Director of Operations is the Authority's senior operational position and the principal steward of the airport's Part 139 certificate. The position directs day-to-day airside and landside operations, maintains the self-inspection and airfield safety programs, coordinates construction safety and phasing on active capital projects, administers the Airport Emergency Plan, oversees compliance by tenants and fixed base operators, and directly supervises the Authority's airside, landside, and fuel safety supervisors.

The position was advertised at a range of $110,000 to $135,000. That range was derived from the position as previously classified. It does not reflect the current market for a director-level airport operations executive in Florida, nor the expanded scope the position now carries as the Authority executes an unusually heavy capital, leasing, and compliance workload.

Recruitment included a structured panel interview process and independent professional reference checks. A member of this Board served on the interview panel and observed the candidate's responses firsthand. The reference review produced an overall fit assessment of "Excellent Match" and both references stated without qualification that they would rehire the candidate. The full assessment is provided as Attachment 2 and the candidate's resume as Attachment 1.

Mr. Bryan currently serves in an equivalent director-level role at a peer Florida airport authority and would relocate approximately 290 miles to join this Authority. The salary requested reflects what staff believes is required to be competitive for a candidate already performing this work at that level. Staff's judgment is that he is well worth competing for, and Sections III and IV set out why.

III. The Selected Candidate

Mr. Travis Bryan has spent more than twenty years in aviation and the last fourteen in progressively senior airport operations roles. He has served since 2017 as Airport Operations Director at the Boca Raton Airport Authority, a Florida general aviation airport governed by an appointed authority board — a governance structure closely comparable to this Authority's. He holds the AAAE Certified Member designation, earned on his first attempt, together with the A.C.E. – Operations credential and the Project Management Professional certification, and he holds a bachelor's degree in Professional Aeronautics from Embry-Riddle Aeronautical University, awarded cum laude with minors in Airport Management and Aviation Safety.

Position and organization	Period	Scope
Airport Operations Director Boca Raton Airport Authority (BCT)	2017 – present	Directs operations, safety, security, and maintenance for a high-activity general aviation airport governed by an appointed authority board. Leads FAA, FDOT, and local regulatory compliance; oversees the full lifecycle of capital construction; develops board-directed minimum standards, rules and regulations, wildlife hazard management, emergency response, and security plans; manages RFP and ITB procurement and the annual operating budget.
Airport Operations Supervisor Fort Lauderdale Executive Airport (FXE / DT1)	2016 – 2017	Supervised operations and maintenance teams at one of the nation's busiest general aviation airports, a field with a 24-hour control tower, 24-hour ARFF services, and a U.S. Customs facility. Managed 24/7 emergency response, supervised security contractors, updated emergency and security plans, prepared and managed annual budgets, and implemented an inventory management system that reduced cost.
Airport Operations Aide Fort Lauderdale Executive Airport (FXE)	2012 – 2016	Daily airfield inspections, NOTAM issuance, movement area access control, tenant liaison, construction oversight, and a rebuilt airfield lighting inspection and documentation process.

Assistant Manager and Safety Coordinator Craig Air Center, Jacksonville	2002 – 2012	Fixed base operator management: ground support supervision, hiring and training, safety programs, fuel quality control, facility and equipment maintenance, and inventory. Negotiated military fuel contracts generating in excess of $100,000 in revenue.

Table 1. Career progression. Source: candidate resume dated June 12, 2026 (Attachment 1).

The table below maps the requirements of the adopted position description against evidence drawn from the resume and the reference review.

Position requirement	Documented evidence
Director-level airport operations	Nine years in an airport operations director role at a Florida airport authority, preceded by five years of progressive operations experience at a large reliever airport.
Airfield operations and infrastructure	Daily airfield inspection, NOTAM issuance, movement area access control, and airfield lighting program development. References describe extensive working knowledge of airfield operations, inspections, and infrastructure.
Regulatory compliance	Sustained FAA, FDOT, and Part 77 compliance responsibility across three airports. Holds the A.C.E. – Operations designation, a Part 139-based certification covering the Airport Certification Manual, the self-inspection program, and construction area marking and lighting under section 139.341. Direct administration of a live certificate is the one new dimension; see the note below.
Capital project delivery	Oversees the full lifecycle of construction projects — design, bidding, implementation, and obstruction review. Holds the Project Management Professional (PMP) credential.
Emergency management	24/7 on-call emergency response at three airports; authored and maintained emergency and security plans; FEMA Incident Response and NIMS 100/700 training. References describe him as calm and decisive, including through a fatal aircraft accident.
Supervision and staff development	Identified by both references as his greatest strength. Empowers rather than micromanages, mentors staff, and promoted two Operations Coordinators under his leadership.
Board and executive communication	Routinely presents operational updates to an appointed authority board and develops board-directed policy instruments including minimum standards and rules and regulations.

Budget and procurement	Develops and manages annual operating budgets and administers RFP and ITB procurement. References confirm direct budget, procurement, and equipment purchasing experience.
Tenant, FBO, and agency relations	Tenant liaison and inter-agency coordination with FAA, FDOT, and U.S. Customs and Border Protection. Eleven years of prior management experience inside a fixed base operator. Regarded by references as fair and approachable while willing to address compliance directly.
Property and non-aeronautical land use	Nine years at an authority that leases airport land not required for aviation use for non-aeronautical purposes at market rents, under a formal leasing policy distinguishing aeronautical, airport-purpose, non-aeronautical, and mixed-use tenancy with FAA review keyed to each category. Described himself during the panel interview as landlord to several businesses outside the airport fence line. Has developed board-directed minimum standards and rules and regulations governing use of airport property.
Credentials	AAAE Certified Member (C.M.), earned on the first attempt; A.C.E. – Operations (Part 139-based airfield operations certification); Project Management Professional (PMP); B.S. Professional Aeronautics, cum laude, Embry-Riddle Aeronautical University, with minors in Airport Management and Aviation Safety; FAA certified private pilot.

Table 2. Position requirements mapped to documented evidence. Source: Director of Operations position description, candidate resume, and reference checks.

A note on Part 139. Staff wishes the Board to have this in front of it rather than to discover it later. Neither Boca Raton Airport nor Fort Lauderdale Executive Airport holds an FAA Part 139 Airport Operating Certificate. Both are general aviation fields at which Mr. Bryan applied Part 139 and Part 77 standards as operating practice rather than as a certificate holder, and the reference review noted the same distinction.

Three considerations temper this. First, Mr. Bryan holds the A.C.E. – Operations designation, which the American Association of Airport Executives describes as a Part 139-based curriculum. Its coverage is precisely the material at issue: Part 139 and the Airport Certification Manual, the Part 139 subparts, the self-inspection program, and the marking and lighting of construction and unserviceable areas under section 139.341 — the exact discipline the Authority's active construction program demands. The designation is awarded on a proctored examination rather than attendance.

Second, his AAAE Certified Member designation reflects successful completion of the same 180-question examination used in AAAE's Accredited Airport Executive track, covering the full body of airport management knowledge, and he passed it on his first attempt.

Third, Fort Lauderdale Executive Airport is among the busiest general aviation airports in the United States, with a 24-hour air traffic control tower, 24-hour aircraft rescue and firefighting services, and a U.S. Customs and Border Protection facility. Mr. Bryan supervised operations at a field carrying substantially more traffic and more complex infrastructure than this one.

What remains is narrow but real, and staff states it plainly: Mr. Bryan has not served as the accountable official during an FAA certification inspection, has not held responsibility for an Airport Certification Manual as the certificate holder's designee, and has not worked a Letter of Correction. That specific ground is what the onboarding plan at Section VII covers, supported by an airside supervisory team already fluent in the Authority's self-inspection program.

The reference review also identified one consistent development area, which staff reports here rather than leaving it to be found in the attachment: Mr. Bryan is highly hands-on and, at times, slow to delegate. Staff regards this as the less costly of the two directions in which a director can err — the alternative failure, a director disengaged from the airfield, is far more expensive to a certificated airport. It is addressed directly in the onboarding plan at Section VII.

IV. Value to the St. Augustine Airport

The Authority is not filling a routine vacancy. The position is being filled at a moment when several high-consequence initiatives are running concurrently, each of which depends on credentialed operational leadership.

- **Protection of the Part 139 certificate.** Certification inspection readiness, the self-inspection program, wildlife hazard management, airfield signage and marking, NOTAM discipline, and ARFF coordination are continuous obligations carrying real regulatory and financial exposure. The candidate has built and administered wildlife hazard management, emergency response, and security programs at the board-policy level.
- **Execution of an active capital program.** The Authority is concurrently advancing the Runway 13 Runway Safety Area design under AIP Project No. 3-12-0073-055-2026, replacement of the self-serve fuel farm under an FDOT Public Transportation Grant Agreement, the Hawkeye View Lane roadway relocation, and Areas A and B eastside development. The candidate currently oversees the full lifecycle of construction projects — design, bidding, implementation, and obstruction review — and holds the PMP credential. Few operations candidates bring formal project management certification to grant-funded construction oversight.

- **Informed oversight of fixed base operations.** Mr. Bryan spent eleven years managing inside a fixed base operator at Craig Air Center before moving to the airport sponsor side, including fuel quality control, ground handling, safety programs, and fuel contract negotiation. In a period when the Authority is actively administering FBO lease and compliance matters, a director who understands FBO economics and operating practice from the inside is a distinct advantage at the table.
- **Policy and lease infrastructure.** The Authority is transitioning to a new Hangar Use Agreement form, has updated its Lease Policy, and continues to refine its governing documents. The candidate has developed and implemented board-directed minimum standards and rules and regulations — the same class of instrument — at a peer authority.
- **Non-aeronautical development west of US Highway 1.** The Authority's planned development west of US Highway 1 involves airport-owned property outside the airfield fence line. Ground leasing there raises questions distinct from aeronautical tenancy: FAA land-use classification, appraisal at fair market value, and the Grant Assurance restrictions governing use of airport revenue. Boca Raton Airport Authority leases airport land not required for aviation use for non-aeronautical purposes at market rents to support airport operations, under a formal leasing policy that sorts tenancy into aeronautical, airport-purpose, non-aeronautical, and mixed use and keys FAA review to each category. During the panel interview, Mr. Bryan described himself as the landlord to several businesses located outside the airport fence line. He has therefore administered non-aeronautical tenancy directly rather than merely worked alongside it — experience that transfers to the westside parcels and is uncommon among airfield operations candidates.
- **Procurement capacity.** The overnight contract security program and its solicitation, along with continuing consultant and construction procurement, require a senior operational owner. The candidate administers RFP and ITB processes in his current role and has directly supervised security contractors.
- **Emergency management on a coastal certificated field.** Hurricane preparedness, Airport Emergency Plan maintenance, exercise coordination, and mutual-aid relationships are core duties. The candidate holds FEMA Incident Response and NIMS 100/700 training, has maintained 24/7 on-call response at three airports, and has led staff through a fatal aircraft accident — experience that cannot be trained for in advance.
- **Revenue awareness.** The Authority's recent financial analysis identified operating expense growth substantially outpacing revenue growth. The candidate has negotiated fuel contracts producing measurable new revenue and manages an operating budget with fiscal controls, bringing a revenue-conscious perspective to an operations role that is ordinarily cost-only.

- **Agency and industry standing.** The candidate coordinates routinely with the FAA, FDOT, and U.S. Customs and Border Protection, and serves on the board of the Florida Aviation Business Association. These relationships transfer directly and support the Authority's FDOT program participation.
- **Supervisory depth and reduced single-point-of-failure risk.** The position anchors the airside, landside, and fuel safety supervisors. A director with a documented record of developing and promoting subordinates strengthens the Authority's bench and reduces the concentration of operational knowledge in the Executive Director.

Taken together, staff's assessment is that this is an exceptional candidate. The independent reference review rated him an excellent match and both former employers said they would rehire him without hesitation — one describing him as among the best supervisors she has worked for. He is well regarded by tenants, fixed base operators, pilots, and vendors, and is consistently described as fair and approachable while willing to address compliance matters directly. That combination is exactly what this airport needs as it works through active lease and compliance questions, and it is harder to find than technical skill alone.

Candidates who pair that reputation with nine years of director-level experience, a Part 139-based operations certification, formal project management credentials, non-aeronautical property administration, and prior management inside a fixed base operator do not come to market often. Staff does not expect a comparable applicant for this position to be available again soon, and recommends the Board act to secure him.

V. Basis for the Compensation Request

Four considerations support the requested salary.

1. **The Authority is not hiring a candidate into the role — it is hiring a candidate out of it.** Mr. Bryan has held an equivalent director title at a peer Florida airport authority for nine years. The advertised range of $110,000 to $135,000 was derived from the position as previously classified and does not reflect what a sitting director-level operations executive commands. The Authority is not paying for potential; it is acquiring a working director, and the offer must be competitive with the position he already holds.
2. **Base salary is the only lever available.** The candidate would relocate roughly 290 miles from Palm Beach County, leaving the South Florida compensation market. No relocation allowance or signing bonus is proposed or contemplated. Base salary is therefore the only mechanism by which the Authority can make the move viable.

3. **Internal equity is preserved.** At $150,000 the position remains appropriately positioned below the Executive Director and above the supervisory positions it directs, maintaining the Authority's compensation structure without creating compression.
4. **Retention prospects are strong.** The candidate began his aviation career in Jacksonville and earned his degree through Embry-Riddle's Jacksonville campus. This is a return to Northeast Florida rather than an opportunistic move, which materially reduces the risk that the Authority invests in onboarding and then repeats this recruitment in two years.

VI. Fiscal Impact

The incremental cost of the requested salary over the top of the advertised range is summarized below. Health insurance and other non-salary-driven benefits are unaffected.

Cost component	Top of advertised range	Requested salary	Incremental difference
Annual base salary	$135,000.00	$150,000.00	$15,000.00
FRS employer contribution (13.59%)	$18,346.50	$20,385.00	$2,038.50
FICA / Medicare (7.65%)	$10,327.50	$11,475.00	$1,147.50
Total annualized cost	**$163,674.00**	**$181,860.00**	**$18,186.00**

Table 3. Annualized fiscal impact. FRS employer contribution shown at the Regular Class rate effective July 1, 2026.

Budget status. The incremental annualized cost of this request is $18,186.00. The proposed FY-2027 budget was prepared with the Director of Operations position funded at the requested salary in anticipation of this authorization. Approval therefore requires no budget amendment and no reduction elsewhere in the operating budget.

Statutory note. This request is for base salary only. No bonus, relocation payment, severance, or other extra compensation is proposed, and the request therefore does not implicate the limitations of section 215.425, Florida Statutes. The salary is subject to Florida Retirement System contributions and to the Authority's adopted pay plan.

VII. Onboarding and Risk Mitigation

To ensure the Board's investment is realized, and to address the two matters identified in Section III, staff will implement the following during the first year of employment:

- Part 139 immersion during the first ninety days, including a full self-inspection cycle, line-by-line review of the Airport Certification Manual, review of the most recent certification inspection record and any corrective actions, and a documented readiness plan for the next inspection.

- A ninety-day onboarding plan with written performance expectations, including explicit delegation objectives and defined limits on direct task ownership, addressing the development area identified in the reference review.
- Documented delegation of routine operational tasks to the airside, landside, and fuel safety supervisors, reviewed at each performance checkpoint.
- Completion of AAAE and FAA training appropriate to a certificated airfield, with progress toward the Accredited Airport Executive designation encouraged.
- Reporting to the Board on operational performance at regular meetings, giving the Board direct visibility into the return on this authorization.

VIII. Recommendation

Staff recommends that the Board authorize a starting annual base salary of $150,000 for the Director of Operations position, notwithstanding the advertised range of $110,000 to $135,000, and authorize the Executive Director to extend a contingent offer of employment to Mr. Travis Bryan on that basis, subject to satisfactory completion of all pre-employment requirements.

Suggested motion: "I move that the Board authorize a starting annual base salary of $150,000 for the Director of Operations position, exceeding the advertised range of $110,000 to $135,000, and authorize the Executive Director to extend a contingent offer of employment to the selected candidate at that salary, subject to satisfactory completion of all pre-employment requirements."

Attachments

1. Resume — Travis Bryan, C.M., PMP (dated June 12, 2026)
2. Executive Summary — Travis Bryan (position description alignment and reference check results)
3. Director of Operations position description

Travis A Bryan

414 Buttonwood Pl. Boca Raton FL 33431 | 904-514-1874 | travisandrewbryan@gmail.com

To Whom It May Concern:

I would like to express my interest in the Operations Director position with the Saint Augustine Airport Authority. With my background in aviation specializing in airport operations, project management, team mentoring, and FBO management, I feel I would be an asset to the organization. I have a passion for all things aviation and believe this position to be a fantastic opportunity to both grow professionally as well as contribute to a professional organization. I truly appreciate your consideration for this position.

In my current position as Operations Director for the Boca Raton Airport Authority, I oversee the day-to-day operations of the facility as well as the Operations team. I currently manage the Capital Improvement Program (CIP) for the Authority as well as oversee state and federal grants for such. I am also an authorized check signer for the Authority and serve as acting Director when the Executive and Deputy Directors are away from the office. I've recently completed a Project Management Professional certification and act as the project manager and liaison to our engineering consultants when undertaking an airfield project. I am also the point of contact and liaison to all local, state and federal agencies such as the FAA, Police, and Fire departments. I actively manage the development and release of RFP/ITB projects as well as the contracts developed within them.

We are actively encouraged by our Board to participate in civic engagement, industry engagement, and philanthropy as much as possible. In my tenure here I have participated in Leadership Boca, a months long leadership and philanthropic partnership with the Boca Chamber of Commerce. As a team we also actively participate in local food banks, student mentorship through our partnerships with several local schools, and oversee the internship program here at the Airport. I am also a volunteer board member for the Florida Aviation Business Association to help advocate for general aviation withing the state. I hope to continue such endeavors should I be selected for the position. Thank you.

Sincerely,

travis bryan

Travis Bryan

Travis Bryan, CM, PMP 414 Buttonwood Place | Boca Raton, FL 33431 | (904) 514-1874 | travisandrewbryan@gmail.com

Professional Summary

Accomplished **Airport Operations Director** with over 12 years of progressive leadership in airport operations, safety, security, regulatory compliance, and capital project management. Proven expertise in ensuring FAA Part 139 compliance, overseeing multi-million-dollar construction projects, managing budgets, and implementing strategic initiatives for general aviation airports. Strong track record of enhancing operational efficiency, emergency preparedness, and stakeholder coordination with FAA, FDOT, CBP, and local agencies. Seeking Airport Director position to drive excellence in airport management and growth.

Professional Experience

Airport Operations Director Boca Raton Airport Authority (BCT), Boca Raton, FL *March 2017 – Present*

- Direct day-to-day operations, safety, security, and maintenance for a busy general aviation airport, ensuring 24/7 on-call emergency response readiness.
- Lead compliance with FAA, FDOT, and local regulations, maintaining or exceeding all Part 139 and Part 77 standards.
- Oversee full lifecycle of all construction projects, including design, bidding, implementation, and Part 77 obstruction reviews.
- Develop and implement board-directed strategic initiatives, including minimum standards, rules & regulations, wildlife hazard management, emergency response, and security plans.
- Manage RFP/ITB processes, annual operating budgets, and fiscal controls to optimize spending and resource allocation.
- Foster strong inter-agency relationships with FAA, CBP, FDOT, and other stakeholders to support seamless operations and future development.

Airport Operations Supervisor Fort Lauderdale Executive Airport (FXE & DT1), Fort Lauderdale, FL *January 2016 – March 2017*

- Supervised operations and maintenance teams responsible for safety, security, and upkeep of airport facilities.
- Ensured full regulatory compliance with FAA Part 139, FDOT, and advisory circulars while overseeing construction projects and obstruction evaluations.
- Implemented inventory management system that reduced costs and improved daily operational efficiency.
- Managed 24/7 on-call emergency response, updated emergency/security plans, and supervised security contractors.
- Prepared and managed annual budgets within city guidelines; coordinated daily with FAA, CBP, and FDOT.

Airport Operations Aide Fort Lauderdale Executive Airport (FXE), Fort Lauderdale, FL *December 2012 – January 2016*

- Conducted daily airfield inspections to maintain Part 139 compliance.
- Served as primary liaison between airport tenants and City of Fort Lauderdale.
- Developed and instituted improved airfield lighting inspection/documentation process.
- Trained and supervised maintenance staff; issued NOTAMs and managed movement area access.
- Oversaw construction projects and ensured tenant regulatory compliance.
- Maintained Downtown Helistop facilities and 24/7 emergency response capability.

Assistant Manager & Safety Coordinator Craig Air Center, Jacksonville, FL *January 2002 – December 2012*

- Supervised ground support team for general aviation operations in a fast-paced environment.
- Managed hiring, training, safety programs, fuel quality control, equipment/facility maintenance, and inventory within budget.
- Negotiated military fuel contracts generating over $100,000 in revenue from rotorcraft operations.
- Ensured full compliance with FAA, OSHA, and EPA standards while delivering exceptional customer service.

Education

Bachelor of Science in Professional Aeronautics, Cum Laude Embry-Riddle Aeronautical University Worldwide, Jacksonville, FL *October 2010* Minors: Airport Management & Aviation Safety

Skills

- Airport Operations & Leadership | Regulatory Compliance (FAA Part 139/77, FDOT)
- Project & Construction Management | Budget Development & Fiscal Control
- Emergency Planning & Response | Safety & Security Management
- RFP/ITB Procurement | Inter-Agency Coordination

Certifications & Affiliations

- Project Management Professional (PMP)
- AAAE Certified Member (CM) & A.C.E. – Operations
- FAA Certified Private Pilot | N.A.T.A. Safety Trainer, Human Factors & Fire Prevention Specialist
- Florida Aviation Business Association – Board Member
- FEMA Incident Response | NIMS 100/700 | Six Sigma Yellow Belt
- CDL Class B (Passenger Endorsement)

Executive Summary – Travis Bryan

Overview

Based on the Director of Operations Job Description and two professional reference checks, Travis Bryan appears to be a very strong operational candidate whose experience aligns closely with the responsibilities of the Director of Operations position. His references consistently describe him as a respected airport operations leader with exceptional technical knowledge, strong leadership abilities, sound judgment, and the ability to perform effectively under pressure.

Operational Leadership

Both references describe Mr. Bryan as an exceptional airport operations professional with extensive knowledge of airfield operations, infrastructure, safety, and airport management. Florence Straugh characterized him as one of the best supervisors she has worked for, while Carlton Harrison stated he would hire him again 'in a heartbeat.'

Leadership and Staff Development

The references indicate that leadership is one of Mr. Bryan's greatest strengths. He empowers employees rather than micromanaging them, mentors staff, and develops future leaders. One reference noted that two Operations Coordinators were promoted under his leadership.

Airport Operations and Regulatory Knowledge

The position requires extensive knowledge of airport operations and FAA compliance. Although one reference worked with him at a General Aviation airport rather than a Part 139 certificated airport, both references praised his comprehensive understanding of airport operations, inspections, operational safety, and infrastructure.

Emergency Management

Mr. Bryan is described as calm, decisive, and effective during emergencies. References noted his ability to prepare staff for emergency situations and successfully manage high-pressure events, including a fatal aircraft accident.

Communication and Board Relations

References indicated that Mr. Bryan regularly presents operational updates to governing boards and communicates complex operational matters clearly and professionally.

Stakeholder Relations

Mr. Bryan is highly respected by tenants, FBOs, pilots, vendors, and airport users. He is viewed as fair, approachable, and willing to address compliance issues directly when necessary.

Budget and Procurement

One reference confirmed direct experience developing and managing operations budgets, overseeing procurement activities, reviewing Requests for Proposals, and managing airport equipment purchases.

Professional Credentials

Mr. Bryan earned his AAAE Certified Member (CM) designation on his first attempt, demonstrating a strong commitment to professional excellence and continuing education.

Development Areas

Both references identified similar development areas. Mr. Bryan is extremely hands on and sometimes struggles to delegate responsibilities. His dedication also leads him to remain available even while on vacation.

Overall Assessment

Based on the job description and reference checks, Travis Bryan demonstrates excellent alignment with the Director of Operations position. He possesses strong operational leadership, staff development experience, emergency management capability, stakeholder relationship skills, communication ability, and budget experience. The references were overwhelmingly positive and unanimously indicated they would readily rehire him.

Overall Fit Assessment

Excellent Match (9.5/10)

Key Strengths

- Outstanding airport operations and leadership experience.
- Strong supervisor, mentor, and developer of staff.
- Excellent reputation among peers, tenants, FBOs, and airport users.
- Proven emergency response and operational decision making.
- Board presentation and communication experience.
- Budget and procurement experience.
- AAAE Certified Member (CM).

Primary Development Area

Would benefit from delegating more operational responsibilities as an executive leader to avoid becoming overly involved in day to day operational tasks.

DIRECTOR OF OPERATIONS

St. Johns County Airport Authority

Position Title	Director of Operations
Department	Airport Operations
Reports To	Executive Director
Supervises	Operations and assigned maintenance/facilities personnel
FLSA Status	Exempt
Salary Range	$110,000 - $135,000, commensurate with qualifications and experience

POSITION SUMMARY

The Director of Operations directs the day-to-day operational activities of St. Augustine Airport, ensuring the safe, secure, efficient, and compliant operation of all airside and landside areas, facilities, and infrastructure. The position is responsible for airfield and landside operations, regulatory compliance under 14 CFR Part 139, airport security, environmental and fuel compliance, hangar and property management, emergency management, and the supervision of operations personnel. The Director of Operations serves as a senior operational leader who supports the Executive Director and implements the policies, priorities, and standards established by the Executive Director and the Airport Authority Board.

REPORTING RELATIONSHIP AND SCOPE OF AUTHORITY

The Director of Operations reports directly to the Executive Director and is responsible for executing the Airport's operational, safety, security, and regulatory-compliance functions. In addition to the operational duties described below, the Director of Operations will assist the Executive Director with:

- Strategic planning and the development of Authority goals, policies, and procedures.
- Business and economic development, marketing, and major tenant and community relationships.
- Budget development, capital planning, lease administration, grant programs, and FAA/FDOT grant-assurance compliance.

In these areas, the Director of Operations provides operational leadership, expertise, recommendations, reporting, and presentations in support of the Executive Director and the Board.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Airside and Landside Operations

- Direct daily airside and landside operations to ensure the safe, secure, and efficient movement of aircraft, vehicles, and people.
- Conduct and oversee daily inspections of runways, taxiways, ramps, signage, lighting, pavement, fencing, and landside areas; identify and correct unsafe or non-conforming conditions.

- Issue and manage NOTAMs and coordinate operational matters with the FAA contract control tower.
- Oversee operational safety and coordination during construction projects, special events, and irregular operations.
- Administer ground-transportation, vehicle-access, and airfield-driving programs.
- Coordinate U.S. Customs and Border Protection (CBP) services and facilitate international (User Fee) aircraft operations.

Part 139 Compliance and Airport Certification

- Maintain compliance with 14 CFR Part 139 and the Airport Certification Manual (ACM), and serve as a primary point of contact for FAA Part 139 inspections.
- Ensure timely corrective action on inspection findings and maintain required operational records, logs, and FAA publications.
- Administer the Wildlife Hazard Management Plan and coordinate wildlife mitigation.
- Lead the Airport's Safety Management System (SMS) and operational safety programs.
- Administer the airfield self-inspection program and train operations staff on Part 139 self-inspection requirements.
- Maintain and submit required FAA data and reports, including the Airport Master Record (FAA Form 5010), operations counts, and based-aircraft data.

Fuel, Environmental, and Noise Compliance

- Oversee fuel farm and fueling operations, including fuel storage, quality control, recordkeeping, and fueling safety.
- Manage environmental compliance, including Spill Prevention, Control, and Countermeasure (SPCC) plans, aboveground and underground storage tanks, stormwater, and fuel-contamination issues.
- Administer the noise abatement program, monitor aircraft noise, and respond to and track noise complaints.
- Lead sustainability and energy-management initiatives.

Airport Security

- Oversee airport security, including access control, gates, perimeter fencing, vehicle access, and CCTV systems.
- Administer the airport credentialing and badging program and authorize access to restricted and operational areas.
- Manage security investigations and implement corrective measures for security incidents and violations.
- Coordinate with local law enforcement and applicable federal and state agencies on security matters.

Maintenance, Facilities, and Capital Projects

- Oversee maintenance of the airfield, facilities, grounds, utilities, signage, and lighting — including the pavement management program (PCI) — to ensure reliability and regulatory compliance.
- Coordinate preventive maintenance through the work-order/CMMS system, and monitor contractor and vendor performance.
- Supervise and manage the delivery of capital and construction projects — including coordination of consultants and contractors, construction administration, and scheduling — and manage the operational impact of construction (phasing, airfield safety, and continuity of operations).

- Manage the airport vehicle and equipment fleet and maintain an inventory of tools, equipment, supplies, and materials.
- Oversee custodial and janitorial services and the upkeep of public-facing facilities.

Emergency Management

- Maintain, communicate, and regularly exercise the Airport Emergency Plan (AEP); conduct drills and training to ensure readiness; and coordinate activation of the Emergency Operations Center (EOC).
- Serve in a lead operational role before, during, and after emergencies, incidents, and operational disruptions.
- Coordinate with ARFF, law enforcement, and local, state, and federal response agencies.

Budget and Revenue Support

- Assist the Executive Director in developing and administering the operations budget.
- Monitor operational expenditures; forecast funding needs for staffing, equipment, materials, and supplies; and investigate and report on variances.
- Administer airport rates, fees, and charges and aeronautical revenue (including fuel flowage, tie-down, and hangar fees), and recommend adjustments to the Executive Director.
- Identify opportunities for revenue enhancement and cost optimization.
- Support procurement, bid and RFP preparation, and contract administration for operational services.

Board Reporting and Presentations

- Prepare and deliver operational reports, data, and presentations to the Board of Directors at the direction of the Executive Director.
- Provide recommendations on operational, safety, security, and compliance matters within the position's area of responsibility.

Events, Communications, and Social Media

- Plan, coordinate, and oversee airport events and airshows, including logistics, safety, vendor coordination, and operational impact.
- Hold overall responsibility for the Airport's social media presence, including content development, posting, and engagement across platforms.
- Monitor and respond to inquiries and feedback received through social media, coordinating with the Executive Director on sensitive or strategic messaging.

Stakeholder Engagement

- Build and maintain effective working relationships with tenants, business partners, regulatory agencies, and community stakeholders.
- Conduct tenant and stakeholder surveys to assess satisfaction and identify areas for improvement.
- Assist in representing the Airport at industry conferences, meetings, and public forums to promote the Airport's interests and initiatives.

Tenant, Property, and Hangar Management

- Serve as the operational liaison to airport tenants, fixed-base operators (FBOs), the contract tower, and airport users.
- Oversee FBOs and enforce compliance with leases, airport rules and regulations, and minimum standards, and resolve operational issues.
- Conduct hangar inspections and enforce hangar use, compliance, and lease requirements.

- Manage hangar leasing, waitlists, and hangar development.
- Manage airport land and property, including use agreements and the development of airport property.
- Review tenant improvement and construction plans and oversee related permitting and compliance.
- Coordinate operational needs with major tenants and partners, including Northrop Grumman.
- Maintain and recommend updates to the Airport Rules and Regulations and Minimum Standards.

Administration, Compliance, and Technology

- Manage department records, records-retention, and public records (Sunshine) responses within the department's area of responsibility.
- Administer the Disadvantaged Business Enterprise (DBE) program.
- Administer risk management, insurance, and workers' compensation programs, and track tenant and vendor certificates of insurance (COI).
- Oversee the Airport's information technology systems, infrastructure, and cybersecurity.

Personnel and Supervision

- Recruit, train, schedule, supervise, and evaluate operations and assigned maintenance personnel, and lead talent acquisition, development, and retention to build a high-performing workforce.
- Develop staff training and certification programs, including AAAE Airport Certified Employee (ACE) credentials.
- Develop, implement, and maintain standard operating procedures (SOPs) and operational policies.
- Establish operational goals and performance metrics.
- Foster a culture of safety, accountability, and continuous improvement.

MINIMUM QUALIFICATIONS

- Bachelor's degree in Aviation Management, Aeronautical Science, Business Administration, Public Administration, or a related field.
- Minimum of five years of progressively responsible airport operations experience, including at least three years in a supervisory capacity.
- Experience at a Part 139 airport.
- Working knowledge of 14 CFR Parts 77 and 139 and applicable airport safety and security regulations.
- Valid Florida Driver's License, or ability to obtain one within thirty (30) days of hire.
- FEMA ICS courses (ICS 100, 200, 700, and 800), or ability to obtain within ninety (90) days of hire.

PREFERRED QUALIFICATIONS

- AAAE Certified Member (CM) and/or Accredited Airport Executive (AAE) designation.
- AAAE Airport Certified Employee (ACE) credential in Operations, Security, or Airfield Lighting.
- Private Pilot License (current or expired).
- Experience presenting to governing boards or executive leadership.

KNOWLEDGE, SKILLS, AND ABILITIES

- Knowledge of airport operations, maintenance, safety, security, and emergency management principles and practices.
- Knowledge of FAA and applicable federal, state, and local regulations.
- Knowledge of fuel-storage, environmental (SPCC/stormwater), FAA grant-assurance, and Florida public-records (Sunshine) requirements.
- Knowledge of navigational aids (NAVAIDs), airfield lighting systems, and aviation data software.
- Ability to react quickly, appropriately, and calmly in emergency and irregular situations.
- Strong supervisory, organizational, communication, and report-writing skills.
- Ability to build effective working relationships with staff, tenants, agencies, and the public.

PHYSICAL AND WORKING CONDITIONS

- Field-based role requiring frequent walking and driving across airfield, construction sites, and facilities, indoors and outdoors in varying weather.
- Ability to lift and carry up to 25 pounds occasionally.
- Varied schedule that may include days, evenings, nights, weekends, and holidays.
- Subject to emergency call-in; must be available to respond before, during, or after emergencies as assigned.

This job description is intended to describe the general nature and level of work performed. It is not an exhaustive list of all duties, responsibilities, or qualifications, and may be amended at the discretion of the St. Johns County Airport Authority. Furthermore, they do not establish a contract for employment and are subject to change at the discretion of the employer.

Briefing Memorandum

To: Board of Directors
From: Courtney Pittman, Executive Director
Date: September 9, 2026
Subject: Commercial Service Terminal Facility — Authorization to Enter Negotiations with Atlantic Aviation

I. Purpose

This briefing requests the Board's authorization for the Executive Director and General Counsel to enter into negotiations with Atlantic Aviation – St. Augustine LLC ("Atlantic") concerning the Commercial Service Terminal Building, the Licensed Property, and the related Lease and License agreements.

The Board is not being asked to approve any term, to accept Atlantic's Letter of Intent, or to authorize its execution. No term would bind the Authority unless and until a definitive agreement is presented to and approved by this Board.

II. Background

The Authority and Atlantic are parties to a Lease Agreement dated September 19, 2005 and a License of Commercial Airline Terminal Property dated July 15, 2007, under which Atlantic's predecessor licensed the Parcel 1 property within the FBO leasehold back to the Authority. The Authority constructed the Commercial Service Terminal Building on that parcel at its sole cost in support of scheduled air carrier service, and has since paid Atlantic a license fee and insured the improvements. Following amendments in 2012 and 2015 and Atlantic's exercise of its renewal option, the Lease and License run through December 31, 2036.

Scheduled Part 121 air carrier service has not operated at the Airport for many years, and the Authority has held no written commitment from another commercial carrier during that period. Under Section 5 of the License, those circumstances permit Atlantic to terminate the License on thirty days' notice. Under Sections 3(b) and 5(a), upon termination the Terminal Building and improvements are included within the property subject to the Lease and Atlantic leases the facility for the remaining term at market rates determined under the agreed investment-return methodology.

For an extended period Atlantic neither exercised those rights nor relinquished them. The practical result is a substantial, centrally located aeronautical asset that generates no aeronautical activity, costs the Authority a license fee, insurance, and carrying expense, and cannot be offered to other qualified aeronautical users while Atlantic's claims remain outstanding.

III. The Authority's July 29, 2026 Letter

On July 29, 2026 the Authority wrote to Atlantic requesting a written election within thirty days between two paths: exercise of Atlantic's rights under Section 5, with the facility taken into the Lease and rented at market rates under Sections 3(b) and 5(a); or a written agreement terminating the License and releasing Atlantic's rights, options, preferences, and claims, coupled with a Lease amendment removing the Licensed Property with an equitable rent adjustment.

The letter set out the Authority's obligations under Grant Assurances 5, 22, 23, and 24 and FAA Order 5190.6C, reserved all of the Authority's rights, and suggested that either election be accompanied by consolidation of twenty years of agreements, licenses, and amendments into a single integrated instrument. The letter is provided as Attachment 1.

IV. Atlantic's August 26, 2026 Letter of Intent

Atlantic responded within the requested period with a confidential, non-binding Letter of Intent dated August 26, 2026, executed on its behalf on August 25, 2026 by its Vice President of Business Development, Real Estate and Airports, and transmitted for the Authority's countersignature. The Letter is provided as Attachment 2.

Atlantic elects to terminate the License. Beyond that election, the Letter proposes a substantially broader transaction. Its principal terms, with preliminary staff observations, are summarized below. These observations are staff's initial read for the Board's situational awareness; they are not legal conclusions and General Counsel's analysis is ongoing.

LOI provision	What Atlantic proposes	Preliminary staff observation
1. Termination of License	Atlantic terminates the License; the Terminal Building and improvements revert to Atlantic. Atlantic cites the Authority's obligation under Section 3(a) to convert the building into usable hangar storage at the Authority's expense, and prices that conversion at approximately $2,400,000.	This is the election the Authority invited. However, the Authority's letter reads Section 3 as recording the parties' agreement that the building is suitable for hangar use "with only minor modifications." The distance between "minor modifications" and $2.4 million requires resolution. The estimate is Atlantic's own and has not been independently validated.

LOI provision	What Atlantic proposes	Preliminary staff observation
2. Conversion and new hangar	In lieu of hangar conversion, Atlantic would convert the building into a new FBO terminal and construct a new hangar of approximately 28,600 square feet with approximately 3,000 square feet of office, at Atlantic's cost, subject to the rent credit.	Additional hangar capacity is a genuine airport need. The improvements would sit on Atlantic's leasehold, be operated at Atlantic's rates, and revert to the Authority only at the end of the extended term.
3. Leasehold	Atlantic retains existing buildings, hangars, ramp, and the fuel farm. The Authority commissions a new survey.	Paragraph 9 identifies Section 3 as binding on execution. Signing the Letter as drafted would commit the Authority to the survey cost and arguably to the stated leasehold composition, including the fuel farm, before any terms are negotiated.
4. Term	The leasehold term is extended thirty (30) years to amortize Atlantic's capital investment.	The Lease and License presently run through December 31, 2036 — roughly ten years remaining. The Letter does not state whether the thirty years runs from execution or from 2036, a difference of a decade. Either way the extension is approximately three times the remaining term and would foreclose re-tendering the FBO leasehold for a generation.
5. Rent credit	The Authority grants a $2,400,000 rent credit, applied monthly and spread equally over the first twenty years of the extension.	The Authority's July 29 letter sought market rent from Atlantic upon reversion under Sections 3(b) and 5(a). The Letter is silent on rent for the Terminal Facility and instead proposes payment in the opposite direction. Reconciling the rent obligation is the central commercial question.
6. Parcel 2	Atlantic exercises its Right of First Refusal over Parcel 2 under Section 10 of the License; Parcel 2 joins the leasehold with a rent adjustment.	This expands rather than contracts Atlantic's footprint. The July 29 letter identified dormant options and preferences as the source of the Authority's exposure under FAA Order 5190.6C.

LOI provision	What Atlantic proposes	Preliminary staff observation
7. Vertiport	Atlantic will analyze future vertiport utilization and present the analysis to the Authority if deemed feasible.	As drafted this commits Atlantic to nothing; the analysis need never be produced. The Authority holds Phase 2A status in the FDOT advanced air mobility program, and vertiport rights on the leasehold warrant separate treatment rather than an aspirational paragraph.
9. Binding effect	The Letter is non-binding except as to "Sections 3 and 11-14."	The Letter contains only twelve numbered sections, so the scope of the binding obligation is ambiguous on its face. Ambiguity in an instrument the Authority did not draft is a reason to revise before signing, not after.
10. Definitive agreement	On the Authority's execution the parties negotiate in good faith. Atlantic has no obligation to keep the opportunity open beyond any deadline.	The obligation is asymmetric: the Authority is asked to commit to a process Atlantic may exit at will.
11. Confidentiality	Each party treats the other's information, including the Letter's terms, as confidential.	The Authority is subject to Chapter 119, Florida Statutes, and cannot contract away its public records obligations. The clause contains a legal-requirement carve-out, but General Counsel should confirm its adequacy before execution.

Table 1. Principal terms of the August 26, 2026 Letter of Intent with preliminary staff observations.

V. Preliminary Staff Observations

Staff wishes to be even-handed. There is real value in the Letter, and it should not be dismissed.

- **Atlantic has responded, and has elected.** After a long period of inaction, Atlantic has stated in writing that it intends to terminate the License. That alone advances the matter.
- **The proposal contemplates genuine private capital.** A new FBO terminal and a new hangar of approximately 28,600 square feet, built at Atlantic's cost, would bring an idle asset into productive use and improve the appearance and function of the primary operating area.
- **Additional hangar capacity meets a documented need.** The Authority maintains a substantial based-aircraft waiting list, and new hangar inventory of this scale would serve demand the Authority cannot presently meet.

The concerns are equally real and center on a single structural point. The Authority's letter sought to convert a non-performing asset into a rent-paying one. As drafted, the Letter would instead have the Authority reduce its rental revenue by $2,400,000, extend Atlantic's tenancy by roughly three times its remaining term, and enlarge Atlantic's leasehold by Parcel 2. The direction of consideration is reversed from what the Authority proposed.

Rent credit as proposed	Amount
Total credit sought	$2,400,000
Period over which applied	20 years
Annual reduction in rent to the Authority	$120,000
Monthly reduction in rent to the Authority	$10,000

Table 2. Effect of the proposed rent credit on rental revenue to the Authority.

Three further points warrant the Board's attention. First, the $2,400,000 figure is Atlantic's own estimate of a conversion the License describes as requiring "only minor modifications," and it has not been independently validated. Second, the Letter is silent on rent for the Terminal Facility, which is the obligation the Authority's letter identified under Sections 3(b) and 5(a). Third, the Letter as drafted contains binding provisions and internal cross-reference errors, which is reason to negotiate revisions before any signature rather than after.

VI. Federal Grant Compliance Considerations

The Authority's July 29 letter grounded its position in the federal obligations that constrain what the Authority may lawfully agree to. Those same obligations bear on the proposal now before it, and staff flags them for the Board rather than waiting for them to surface later:

- **Grant Assurance 22 and 23.** A thirty-year extension coupled with expansion of the leasehold to Parcel 2 warrants careful review against the economic nondiscrimination and exclusive rights assurances and FAA Order 5190.6C, particularly given that the Authority's own letter identified dormant options and preferences as a compliance concern.
- **Grant Assurance 24.** The Authority must maintain a fee and rental structure that makes the Airport as self-sustaining as possible. A long-term reduction in rental revenue requires justification against that standard and against the requirement that airport property be made available at fair market value.
- **Revenue use.** A rent credit funding improvements owned and operated by a tenant on its own leasehold should be reviewed against FAA revenue use policy before it is agreed to in principle.

Staff recommends that General Counsel determine at what point consultation with the FAA Orlando Airports District Office becomes appropriate, and that any definitive agreement presented to the Board be accompanied by a compliance assessment.

VII. Public Records and Execution Considerations

The Letter is styled confidential and asks the Authority to treat its terms as such. The Authority is a public agency subject to Chapter 119, Florida Statutes, and to the Sunshine Law, and cannot by contract diminish those obligations. The clause does carve out disclosure required by law, and General Counsel will confirm whether that carve-out is sufficient. In the meantime, staff has proceeded on the basis that this briefing and its attachments are public records.

Staff also notes that Atlantic has already signed. Countersignature is therefore a discrete act with consequences — it would commence the negotiation process described in paragraph 10 and give effect to whichever provisions paragraph 9 renders binding. For that reason staff recommends the Board authorize negotiations without authorizing execution of the Letter in its present form. If revisions satisfactory to General Counsel are obtained, staff can return to the Board for execution authority, or proceed by an alternative instrument if counsel advises one is preferable.

VIII. Recommendation

Staff recommends that the Board authorize the Executive Director and General Counsel to enter into negotiations with Atlantic concerning the Commercial Service Terminal Facility and the related agreements, with any definitive agreement to be returned to this Board for approval.

Staff recommends that negotiations proceed under negotiating parameters developed and recommended by General Counsel, and that General Counsel advise the Board on the appropriate scope of those parameters and on the manner and timing of any consultation with the FAA Orlando Airports District Office.

Suggested motion: "I move that the Board authorize the Executive Director and General Counsel to enter into negotiations with Atlantic Aviation – St. Augustine LLC concerning the Commercial Service Terminal Building, the Licensed Property, and the related Lease and License agreements, under negotiating parameters recommended by General Counsel; that staff is not authorized to execute the Letter of Intent dated August 26, 2026 in its present form; that the Authority's reservation of rights stated in its letter of July 29, 2026 is preserved in full; and that no term shall bind the Authority unless and until a definitive agreement is approved by this Board."

Attachments

1. Authority letter to Atlantic Aviation dated July 29, 2026 — Commercial Terminal Facility; Building and Licensed Property
2. Atlantic Aviation Non-Binding Letter of Intent dated August 26, 2026

ST. AUGUSTINE
AIRPORT

July 29, 2026

Via: *Electronic Mail Message,*
United States Mail

Atlantic Aviation – St. Augustine LLC d/b/a Atlantic Aviation
4900 US 1 North
St. Augustine, FL 32095
Attn: Ms. Michele Hartman, Area Director
Michelle.Hartmann@atlanticaviation.com
Mr. Vinny Beyers, General Manager – SGJ
vinny.beyers@atlanticaviation.com

Re: Commercial Terminal Facility; Building and Licensed Property

Dear Michele:

I write on behalf of the St. Johns County Airport Authority (the "Authority"), the owner and operator of the St. Augustine Airport (the "Airport"), regarding the Commercial Service Terminal Building and the Licensed Property identified as Parcel 1 (together, the "Terminal Facility") under the License of Commercial Airline Terminal Property dated July 15, 2007 (the "License Agreement" or "License"). The purpose of this letter is to resolve, promptly and cooperatively, the prolonged underutilization of the Terminal Facility — underutilization that is preventing productive aeronautical use of a significant Airport asset and that implicates the Authority's binding obligations to the Federal Aviation Administration ("FAA") under its federal grant assurances.

<u>Background</u>

The Authority and Atlantic Aviation – St. Augustine LLC ("Atlantic"), as successor in interest to Aero Sport, Inc. d/b/a Galaxy Aviation of St. Augustine, are parties to the Lease Agreement dated September 19, 2005 (the "Lease") and to the License Agreement. Under the License, Atlantic's predecessor, as licensor, licensed the Parcel 1 property within the FBO leasehold to the Authority so that the Authority could construct and operate, at the Authority's sole cost, the Commercial Service Terminal Building in support of scheduled air carrier service at the Airport. The Authority did so, and it has since paid Atlantic a license fee for the Licensed Property and insured the improvements — all while the Lease and License have continued in effect. The License was amended by the First Amendment to License of Commercial Airline Terminal Property dated July 16, 2012, and, pursuant to the Amendment to Lease Agreement and License

Agreement (Airport Terminal) dated December 23, 2015, its term was made coterminous with the Lease, including extensions. Atlantic has exercised the Lease's renewal option, extending the Lease term — and with it the License — through December 31, 2036.

Two features of the License frame the present situation. First, Section 5 provides that if the Commercial Service Terminal Building is no longer used for regularly scheduled FAA Part 121 or scheduled Part 135 air carrier operations and the Authority does not have a written commitment from another commercial carrier within 180 days, Atlantic may terminate the License on thirty days' written notice. Second, Sections 3(b) and 5(a) provide that upon termination of the License, the Commercial Service Terminal Building and other improvements shall be included within the property subject to the Lease, and Atlantic shall lease the facility for the remaining term of the Lease at market rates determined under the investment-return methodology the parties agreed upon — the parties having further agreed, in Section 3, that the building as designed is suitable for aircraft hangar use with only minor modifications.

Scheduled Part 121 air carrier service has not operated at the Airport for many years and during this period the Airport Authority has not had any commitments from another commercial carrier for scheduled service. Throughout that period, Atlantic has neither: (i) exercised its rights under Section 5 — with the attendant obligations under Sections 3(b) and 5(a) to take the facility into the Lease and commence paying rent upon it — nor (ii) relinquished its rights and claims under the License Agreements. The result is that the Terminal Facility, a substantial and centrally located aeronautical asset, sits materially underutilized and revenue-negative to the Airport: the Authority continues to bear the license fee, insurance, and carrying costs of a facility generating no aeronautical activity, while Atlantic's unexercised rights effectively forecloses the Authority from offering the facility to other qualified aeronautical users on reasonable terms.

The Authority's Federal Obligations

As Atlantic is aware, the Airport has been deeded and developed with federal Airport Improvement Program assistance, and the Authority is bound by the FAA's sponsor grant assurances to operate as a public use airport. Those obligations are not external to the parties' bargain: the Lease is expressly subordinate to the Authority's agreements with the United States (Lease Section 26); Atlantic is contractually obligated to comply with FAA sponsor grant compliance and assurance requirements, including modification of the Lease where required (Lease Section 8); and the License is, at all times, subject and subordinate to the Lease (License Section 6). Section 8 of the Lease states:

> In the event that the FDOT or FAA require modification of this Lease in order to comply with the Sponsor Grant Compliance and Assurance requirements, Lessee

agrees, insofar as such modifications do not alter any substantive provisions, to modify this Lease to comply with such requirements.

Lease September 19, 2005, Section 8.

Several of the Authority's federal obligations bear directly on the present situation:

1. **Grant Assurance 5 (Preserving Rights and Powers).** The Authority may not take or permit any action that deprives it of the rights and powers necessary to perform its federal obligations, and it is required to "act promptly to acquire, extinguish or modify any outstanding rights or claims of right of others" that would interfere with that performance. An indefinite, unexercised claim on the Terminal Facility is precisely the kind of outstanding claim of right the Authority is obligated to resolve.

2. **Grant Assurance 22 (Economic Nondiscrimination).** The Authority must make the Airport and its facilities available for public aeronautical use on reasonable terms and without unjust discrimination. The Authority cannot satisfy that obligation as to the Terminal Facility while its availability is clouded by asserted but dormant rights.

3. **Grant Assurance 23 (Exclusive Rights) and FAA Order 5190.6C.** FAA's Airport Compliance Manual, Order 5190.6C, § 8.6(b), addresses this situation directly: where a service provider holds space or claims on facilities "in excess of its reasonable needs," the FAA may find a violation of the exclusive rights prohibition where the provider is banking land or facilities it cannot put to gainful aeronautical use in a reasonable period, or where vacant property controlled by the provider denies a competitor entry to the airport. The Order further cautions that options and future preferences such as Atlantic holds "must generally be avoided" because they allow an incumbent to hold a claim on airport property at little or no cost and then exercise it only when faced with competition. The FAA's compliance framework does not permit the Authority to acquiesce in that outcome — and exposure under it is shared, because the arrangement that produces it is one the FAA expects the sponsor to correct.

4. **Grant Assurance 24 (Fee and Rental Structure).** The Authority must maintain a fee and rental structure that makes the Airport as self-sustaining as possible. A major facility that generates no revenue — and that in fact imposes ongoing license-fee, insurance, and carrying costs on the Airport — while remaining unavailable for offer to rent-paying aeronautical users, is inconsistent with that mandate if allowed to persist indefinitely.

To be clear, the Authority is raising these obligations because they constrain what the Authority may lawfully do from this point forward — including how long it may leave the present arrangement undisturbed. The Authority does not intend to permit this situation to continue indefinitely without resolution. Atlantic is a sophisticated aeronautical service provider and understands why these circumstances must be corrected.

Request for Election

The License itself supplies the framework for resolution: it contemplates that when scheduled air carrier service has ceased for the requisite period, Atlantic either takes the facility into its leasehold and begins paying for it, or the parties' arrangements are brought to an orderly conclusion. What the License does not contemplate is a third course — indefinite inaction that leaves the facility idle while foreclosing its use by any other aeronautical service provider. Accordingly, the Authority requests that, within thirty (30) days of the date of this letter, Atlantic deliver to the Authority a written election of one of the following:

(a) **Election Under the License.** Written confirmation of Atlantic's election to proceed under the framework the parties themselves agreed to: exercise of Atlantic's rights under Section 5 of the License, with the Commercial Service Terminal Building and other improvements thereupon included within the Lease and rented at market rates in accordance with Sections 3(b) and 5(a), together with prompt good-faith negotiation of a definitive implementing amendment addressing, among other things, the condition in which Atlantic will accept the facility and the disposition of the conversion provisions of Section 3. The Authority is prepared, in that negotiation, to discuss the full range of terms that would make such an election commercially sensible for Atlantic — including Atlantic's acceptance of the facility in its existing, as-is condition in exchange for other consideration, permitted-use terms appropriate to Atlantic's operations, and term structure — provided any arrangement conforms to the Authority's federal obligations; or

(b) **Relinquishment and Restructuring.** A written agreement terminating the License and releasing any right, option, preference, or claim Atlantic may assert with respect to the Terminal Facility— including under Sections 3, 5, and 10 of the License and Section 4 of the — coupled with an amendment to the Lease removing the Licensed Property from the demised premises with an equitable adjustment of rent, in the same manner the parties successfully employed in the Second Amendment to Lease Agreement in 2022, so that the Authority may make the facility available to qualified aeronautical users on reasonable and not unjustly discriminatory terms.

As Atlantic is aware, the historical collection of the Lease Agreements, Fuel Farm Agreements, Licenses, and their many amendments constitutes a patchwork of legal documents that Atlantic no longer complies with. For example, Atlantic has not complied with its obligation to provide a material amount of the aeronautical services it is obligated to under the original Lease, even when afforded the opportunity to do so with sub-contractors. The Authority reserves all of its rights concerning these issues. The Authority suggests that, as part of either election, the parties reduce the twenty years of agreements, licenses, and amendments into a single integrated novation that reflects the practical circumstances that are likely to exist during the remainder of Atlantic's term.

If Atlantic makes neither election within the period requested, the Authority will have no responsible choice but to treat Atlantic's continued inaction as confirmation that Atlantic does not presently intend to put the Terminal Facility to gainful aeronautical use, and that it is "land-banking" the Terminal Facility to the prejudice other qualified users and to the prejudice of the Authority.

Reservation of Rights

This letter is sent in a spirit of cooperation, but nothing in it is, or shall be construed as: (i) an admission of any fact or liability by the Authority; (ii) a concession or determination that any particular right of Atlantic has vested, remains exercisable, or is enforceable, or that any election or exercise period remains open; (iii) a concession regarding the scope or application of any provision of the License; (iv) a waiver, modification, or termination of any provision of the Lease, the License, or any other agreement between the parties, each of which remains subject to its terms; or (v) a waiver of any right, remedy, claim, or defense of the Authority, at law, in equity, or before the FAA, all of which are expressly reserved. No course of dealing, forbearance, or delay by the Authority shall operate as a waiver, consistent with the parties' agreements.

The Authority would regard all of those options as far less desirable than a mutually agreeable path forward.

The Authority's Executive Director and its counsel are available to meet with Atlantic's team at your earliest convenience, and we would welcome a working session within the next thirty (30) days. Please direct your response, and any notices under this letter, to the undersigned at the address above.

Sincerely,

Courtney Pittman

Courtney K. Pittman
Executive Director
St. Johns County Airport Authority

cc: Atlantic Aviation – St. Augustine LLC d/b/a Atlantic Aviation
5201 Tennyson Parkway, Suite 150
Plano, TX 75024
Attn: General Counsel

ATLANTIC

August 26th, 2026
Via Electronic Mail

St. Johns County Airport Authority
St. Augustine Airport
4796 U.S. Highway 1 North
St. Augustine, Florida 32096

Attention: Mr. Courtney K. Pitmann, Executive Director (ckp@sgj-airport.com)

Re: Confidential Non-Binding Letter of Intent

Dear Mr. Pitmann:

The purpose of this letter ("Letter") is to outline a proposal for the development of the Commercial Service Terminal Building and associated facilities and a concomitant extension of lease. This proposal will bring the Commercial Service Terminal Building into productive use, enhance airport infrastructure and position SGJ for continued general aviation growth. In so doing, this Letter summarizes certain proposed terms and understandings between Atlantic Aviation – St. Augustine LLC, dba Atlantic Aviation ("Atlantic") and St. Augustine-St. Johns County Airport Authority ("SGJAA") for premises and operations at the Northeast Florida Regional Airport (SGJ) in St. Augustine, Florida. Atlantic and SGJAA are sometimes referred to individually as a "Party" and collectively the "Parties". If the Parties elect to proceed, the Parties intend to incorporate these terms and conditions in a future written definitive agreement.

Atlantic proposes the following:

1. **Termination of License Agreement**. Atlantic intends to terminate the License Agreement dated July 15, 2007, as amended and assigned, thereby causing the premises covered thereunder, including the Commercial Service Terminal Building and all other improvements located thereon, to revert to Atlantic. In accordance with the License Agreement, upon such reversion the parties have certain rights and responsibilities, including but not limited to, SGJAA's obligation to "do, at its expense, those things reasonably necessary to convert the Commercial Service Terminal Building into a usable hangar storage facility" (License Agreement, Section 3(a)). Atlantic has determined the expense required to renovate and convert the existing Commercial Service Terminal Building to a hangar to be approximately $2,400,000.

2. **Conversion of Commercial Service Terminal Building and Ramp**. Notwithstanding SGJAA's obligation to convert the Commercial Service Terminal Building to a hangar, Atlantic has evaluated the space and determined that the hangar conversion would be too small to accommodate the newest general aviation aircraft. Atlantic believes that it is in the best interest of SGJAA and the SGJ general aviation community to convert the Commercial Service Terminal Building into a new FBO terminal ("New FBO Terminal") and to build a new larger hangar on the leasehold to accommodate demand by general aircraft ("New Hangar"). The New Hangar will be approx. 28,600 sf and include approx. 3,000 sf of attached office space. The cost to build the New FBO Terminal and New

Hangar would be at Atlantic's sole cost and expense, subject to the Rent Credit for Capital Investment set forth in paragraph 8 below.

3. **Leasehold.** Atlantic will continue to retain the existing buildings, hangars and ramp as well as the fuel farm under its leasehold. SGJAA shall commission a new survey comprising Atlantic's leasehold.

4. **Term**. Atlantic's existing lease term for the leasehold will be extended for thirty (30) years, in order to allow adequate time to amortize the capital infrastructure improvements to be undertaken by Atlantic.

5. **Rent Credit for Capital Investment**. In return for Atlantic's capital investment as stated herein, and in lieu of converting the Commercial Service Terminal Building into usable hangar space, SJGAA shall grant Atlantic a rent credit equal to $2,4000,000 ("Rent Credit"). The Rent Credit will be applied monthly and spread equally over the first 20 years of the lease extension.

6. **Exercise of License Agreement Right of First Refusal (Parcel 2)**. In connection with termination of the License Agreement and in accordance with paragraph 10 thereof, Atlantic shall exercise its Right of First Refusal over Parcel 2 on Exhibit "A" of the License Agreement. Upon termination of the License Agreement, Parcel 2 shall become part of Atlantic's leasehold with an appropriate adjustment in rent in accordance with the terms of the License Agreement.

7. **Future Vertiport Operations**. Atlantic will conduct an analysis on future utilization as a Vertiport and present the analysis to SGJAA if it is deemed a feasible undertaking.

8. **Relationship**. Nothing in this Letter shall be construed to mean or imply that either Party shall be authorized to act as the agent or representative of the other Party or to create a partnership, joint venture, or other relationship between the Parties.

9. **Non-Binding Letter**. The purpose of this Letter is for planning based on the current intentions of the Parties, which are subject to change for any or no reason. This Letter does not create a legally binding agreement or obligation of any kind on either Party, except only as to those provisions which by their very nature are intended to so bind (i.e., Sections 3 and 11-14). Any such obligations shall only be created if the Parties execute a definitive agreement to create such obligations, which agreement may be executed in the sole and independent discretion of each Party.

10. **Definitive Agreement**. Once SGJAA executes this Letter where indicated, the parties shall enter into good faith negotiations respecting all of the terms of the prospective transaction. The parties' goal is to finalize negotiations and execute a Definitive Agreement, but Atlantic has no obligation to make this opportunity available beyond any particular deadline.

11. **<u>Confidentiality</u>**. SGJAA and Atlantic each agree that it shall treat as confidential all information provided to it (the "Receiving Party") by the other Party (the "Disclosing Party") regarding the Disclosing Party's business and operations including, but not limited to, the terms of this Letter. All confidential information provided by the Disclosing Party hereto shall be used by the Receiving Party solely for the purposes of performing its obligations under this Letter and, except as may be required in carrying out the terms of this Letter, shall not be disclosed to any third party without the prior consent of such Providing Party. The foregoing shall not be applicable to any information that is publicly available when provided or which thereafter becomes publicly available or which is required to be disclosed by any regulatory authority in the lawful and appropriate exercise of its jurisdiction over a Party, any auditor of the Parties hereto, by judicial or administrative process or otherwise by applicable law or regulation. This Confidentiality section shall survive expiration or termination of this Letter.

12. **<u>Governing Law</u>**. This Letter will be governed by and construed in accordance with the laws of the state of Florida without regard to its conflicts of laws rules. SGJAA and Atlantic hereby voluntarily submit themselves to the jurisdiction of the federal and state courts situated in the state of Florida for the resolution of any dispute arising under this Letter, and SGJAA and Atlantic expressly waive any defense or claim of inconvenient forum. In the event any legal authority determines that any provision in this Letter is illegal, unenforceable, or invalid in whole or in part for any reason, such provision shall be deleted but all valid and enforceable provisions shall remain.

[Signature Page Follows]

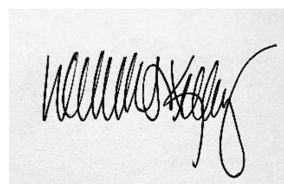
Atlantic is excited at the prospect of partnering with the SGJAA in this significant and exciting infrastructure development that among other things will greatly improve the GA experience at SGJ, add hangar capacity, bring an under-utilized facility into active use, as well as visually enhance the overall appearance of the primary airport operating area.

Atlantic is committed to working with SGJAA to achieve its economic development goals for the benefit of the airport and surrounding community and looks forward to making this proposal a reality.

IN WITNESS WHEREOF, the Parties have caused this Letter to be executed as of the Effective Date.

Atlantic Aviation – St. Augustine LLC, dba Atlantic Aviation

By:



Name: Deborah S. Kelley

Title: VP of Business Development, Real Estate and Airports

Date: August 25th, 2026

St. Augustine-St. Johns County Airport Authority

By: __________________

Name: __________________

Title: __________________

Date: __________________

St. Johns County Airport Authority

Briefing Memorandum

To: Board of Directors
From: Courtney Pittman, Executive Director
Date: September 9, 2026
Subject: Request to Authorize Binding of the FY2027 Insurance Program

I. Purpose

This briefing requests the Board's authorization for the Executive Director to accept and bind the insurance program proposed by Arthur J. Gallagher Risk Management Services, LLC for the policy term October 1, 2026 through October 1, 2027, at a total estimated program cost of $472,460.00, which reflects the Board’s selection of Cyber Liability Option 2. The Package portion of the program carries a two-year rate lock. Because coverage must be bound before the current program expires on October 1, 2026, and the Board does not meet again before that date, authorization is requested at this meeting.

II. Background

The Authority maintains five lines of coverage placed through Gallagher: Aviation Ground Operations Liability, Flood through the National Flood Insurance Program, Cyber Liability, Crime, and a Package policy that bundles Workers' Compensation, Professional Liability including Public Officials and Employment Practices Liability, Automobile, Property, Equipment Breakdown, Active Shooter and Malicious Attack, and Property Terrorism and Sabotage.

The Package is placed principally with Public Risk Management of Florida, a member-owned, self-insured, not-for-profit governmental risk pool, with Travelers Casualty Insurance Company of America providing Equipment Breakdown and Underwriters at Lloyd's providing Active Shooter and Terrorism coverage. Aviation Ground Operations Liability is placed with member companies of Global Aerospace, Flood with Selective Insurance Company of SE, Crime with Hiscox, and Cyber with Underwriters at Lloyd's. With the exception of Cyber Liability, which is placed on a non-admitted surplus lines basis, all recommended carriers are admitted in Florida and carry A.M. Best ratings of A or better.

III. Proposed Program Cost

Line of Coverage	Expiring	Proposed	Change	Percent
Aviation Ground Operations Liability	$22,725.00	$23,625.00	+$900.00	+4.0%

Line of Coverage	Expiring	Proposed	Change	Percent
All Flood — NFIP	$16,162.00	$16,162.00	$0.00	0.0%
Cyber Liability (Option 2)	$2,975.00	$6,470.00	+$3,495.00	+117.5%
Crime	$1,745.28	$1,728.00	−$17.28	−1.0%
Package	$388,451.00	$424,475.00	+$36,024.00	+9.3%
Total Program Cost	**$432,058.28**	**$472,460.00**	**+$40,401.72**	**+9.4%**

The total program cost increases by $40,401.72, or 9.4 percent. The great majority of that increase sits in the Package line. Flood is unchanged, Crime decreases slightly, and Aviation Ground Operations Liability rises $900. Cyber rises $3,495, but that figure reflects a deliberate decision to triple the limit rather than a rate increase; see Section VI.

Within the Package, premium and agent fee rose proportionally. The agent fee is 15.0 percent of premium in both the expiring and proposed programs, so the fee percentage is unchanged.

Package Component	Expiring	Proposed	Change
Premium (two-year rate lock)	$337,783.00	$369,109.00	+$31,326.00
Agent fee (15.0% of premium)	$50,668.00	$55,366.00	+$4,698.00
Total	**$388,451.00**	**$424,475.00**	**+$36,024.00**

IV. What Is Driving the Increase

The Package increase is not a rate increase applied to an unchanged risk. It reflects a substantial increase in the values being insured, together with meaningful improvements in coverage limits.

- **Insured property values rose 46.3 percent.** Total insurable values increased from $54,186,049 to $79,287,074, an increase of $25,101,025. The building schedule now reflects current replacement cost across the terminal, hangar, and support facility inventory. The Authority is insuring materially more value than it was a year ago.
- **Cost per dollar of insured value fell.** Measured against insured property values, the Package cost declined from approximately $7.17 to $5.35 per $1,000 of value — a reduction of roughly 25 percent. This is a rough indicator, since the Package covers liability and workers' compensation exposures in addition to property, but the direction is clear: values grew far faster than cost.

- **Coverage limits improved materially.** Several limits doubled or better. The table below summarizes the significant changes reported by Gallagher. All other lines of coverage are reported with no changes from expiring terms.

Property Coverage	Expiring	Proposed
Total insured values	$54,186,049	$79,287,074
Flood annual aggregate	$50,000,000	$100,000,000
Wind / hail, named windstorm	$75,000,000	$100,000,000
Business income	$75,000,000	$100,000,000
Earth movement	$50,000,000	$100,000,000
Errors and omissions	$25,000,000	$50,000,000
Automatic acquisition limit	$25,000,000	$50,000,000
Claim preservation expense	$1,000,000	$2,000,000
Extended period of indemnity	180 days	365 days
Equipment breakdown, per accident	$50,000,000	$150,000,000
Equipment breakdown, business income	$100,000	$50,000,000
Take-home vehicles	$200,000 / $300,000	$1,000,000

Note: This table summarizes only the significant changes identified by Gallagher and is not a complete statement of terms, conditions, exclusions, or limitations. The policies themselves govern.

V. Two-Year Rate Lock

The Package premium of $369,109.00 is quoted with a two-year rate lock. This is a meaningful benefit in the current market: it removes the Authority's exposure to a second consecutive renewal increase in FY2028 and allows the Board to budget the largest single line of the insurance program with certainty for two budget cycles. The Workers' Compensation composite rate quoted for the two-year term, 0.0126793 per dollar of payroll, is approximately two percent below the one-year rate of 0.0129328, indicating the two-year commitment was priced favorably rather than at a premium.

Two limitations on the rate lock should be understood. First, it locks the rate, not the dollar amount. Workers' Compensation is audited against actual payroll at the composite rate, so payroll growth

— including the Director of Operations position — will increase the audited Workers' Compensation cost regardless of the rate lock. Second, the lock applies to the Package. The Aviation, Flood, Cyber, and Crime lines renew annually and remain subject to market movement.

VI. Cyber Liability — Increase to a $3,000,000 Limit

The expiring Cyber Liability policy carries a $1,000,000 limit. Gallagher identifies higher cyber limits as a coverage the Authority should consider, and staff has selected a $3,000,000 limit through Underwriters at Lloyd's — the same carrier and policy form the Authority carries today. The cost is $6,470.00, an increase of $3,495.00 over the expiring premium of $2,975.00.

Tripling the limit costs $2,485 more than renewing at $1,000,000. That is a small amount against a $472,460 program, and against the cost of a cyber event at an airport that operates a fuel management system, a payment kiosk, badging and access control records, and tenant billing. The increase on this line therefore reflects a deliberate expansion of coverage rather than a rate increase.

The coverage is placed on a non-admitted surplus lines basis, meaning the carrier is not subject to the same regulation as an admitted carrier and does not participate in the Florida Insurance Guaranty Association. Binding requires a surplus lines disclosure and acknowledgement, a signed application, confirmation of the Authority's revenue for the last twelve months, and a copy of tax-exempt status.

VII. Items Staff Will Correct Before Binding

Review of the proposal identified several items that should be corrected or confirmed in writing before coverage is bound. None affects the recommended action, but each should be resolved so the policies issue accurately.

- **Airport name on the Aviation Ground Operations Liability location schedule.** The schedule identifies the insured location as "Northwest Florida Regional Airport (SGJ)." That is incorrect. Staff will have the described location corrected before the policy issues.
- **Quote validity dates.** The proposal shows several quotes as valid until dates that have already passed, including 10/1/2024 for Flood, 8/14/2025 for Lloyd's, and 10/1/2025 for the Package. These appear to be errors in the proposal document. Staff will obtain written confirmation that all quotes are valid through the October 1, 2026 effective date.
- **Fuel system equipment values.** The equipment schedule lists self-serve fuel systems that are affected by the fuel farm replacement project. Staff will reconcile the scheduled equipment against current status so the Authority is neither paying for equipment removed from service nor leaving replacement equipment unscheduled.

- **Data corrections.** Location 1/1 carries a staff name in the address field, and Fueling Station 2 is listed with an incorrect ZIP code. Both will be corrected.

VIII. Fiscal Impact

The total estimated program cost of $472,460.00 is payable within FY2027, which begins October 1, 2026. The Package, the largest component, is billed direct in four quarterly installments, with the first installment equal to 25 percent of all costs due at inception and the agency fee payable in full within that first installment. Flood is billed direct annually; Aviation, Cyber, and Crime are agency billed annually. Staff will confirm that the full program cost is accommodated within the adopted FY2027 budget and will report any variance to the Board. Premium financing is available through Gallagher if the Board prefers to spread the cost, though staff does not recommend financing given the quarterly installment structure already available on the Package.

IX. Recommendation

Staff recommends that the Board authorize the Executive Director to bind the FY2027 insurance program proposed by Arthur J. Gallagher Risk Management Services, LLC, including Cyber Liability Option 2, effective October 1, 2026.

The proposed program costs $40,401.72 more than the expiring program, an increase of 9.4 percent. That increase buys 46.3 percent more insured property value, materially higher limits across flood, windstorm, business income, earth movement, and equipment breakdown, and a cyber limit three times the expiring limit. It also locks the rate on the Package — the largest component of the program — for two years. Measured per dollar of insured value, the cost of the Package declined.

Gallagher approached the carriers identified in the Market Review section of the proposal, and the recommended quotes reflect that marketing effort. Every recommended carrier other than the Cyber placement is admitted in Florida and rated A or better by A.M. Best. Staff has reviewed the proposal in detail and is satisfied that it represents the best available combination of coverage, carrier quality, and cost for the coming term.

Timing favors action at this meeting. The expiring program ends October 1, 2026, and the Board does not meet again before that date. Deferring the vote would leave staff without authority to bind and would risk a lapse in coverage across every line the Authority carries.

Suggested motion: “I move that the Board authorize the Executive Director to execute the Client Authorization to Bind Coverage.”

St. Johns County Airport Authority
Financial Highlights: July 2026

REVENUES

Total Operating Revenues for July were $429,212, trailing budget by $62,884. Fuel Service Revenue of $28,282 was $71,133 below budget, reflecting the impact of the Authority's self-service fuel tank becoming inoperable in mid-June. With the self-serve tank offline, Fuel Service Revenue for July consists entirely of flowage fees from Atlantic Aviation, the airport's FBO and sole remaining fuel vendor. Flowage fee revenue was comparable to June levels, as Atlantic's volumes did not increase materially following the loss of the self-serve option as had been anticipated. The corresponding Cost of Goods Sold for July was minimal at $55, consistent with no self-serve fuel sales during the month — the figures accurately reflect operations. A temporary replacement tank is on order with delivery expected in mid-September 2026, and a permanent replacement is planned for mid-2027. Lease Revenue of $366,958 was $3,688 above budget and $25,088 ahead of the prior year. Operating Agreements of $30,568 exceeded budget by $4,074. Year-to-date Operating Revenues of $4,853,613 are $40,745 below the ten-month budget, with the fuel tank outage as the primary driver of the shortfall.

FUEL COSTS

Cost of Goods Sold for July was $55, reflecting no self-serve fuel sales during the month following the mid-June tank outage. There is no cost-of-goods component to flowage fee revenue, making the near-zero COGS an accurate representation of July operations. Year-to-date COGS of $488,305 is $74,524 below budget, and YTD gross profit of $4,365,308 is $33,779 ahead of budget. The fuel tank outage will continue to affect both revenue and COGS through at least mid-September when the temporary tank is expected to be in service.

EXPENSES

Operating Expenses for July totaled $380,625, which is $16,951 above budget. Professional Services of $93,315 was $34,931 above the monthly budget of $58,383. July Professional Services include the final payment of $15,858 to ADK for the Executive Director search, bringing that engagement to a close. The remaining Professional Services balance reflects ongoing consulting and other engagements. For context, June Professional Services of $159,178 included approximately $73,000 related to an internal investigation. With both of these non-recurring items now behind us, Professional Services costs should normalize closer to budget in subsequent months. Utility Services of $32,172 was $10,672 above budget, consistent with peak summer cooling demand. Business Travel & Training of $8,265 was $4,353 above budget. Partially offsetting these overages, Personnel & Benefits of $150,249 came in $16,644 below budget — the ninth consecutive favorable month on this line — and Repairs & Maintenance of $12,091 was $14,850 below budget. Year-to-date Operating Expenses of $3,724,960 are $96,716 above budget through ten months. The YTD Professional Services overage of $182,391 is attributable to the ED search (ADK), the internal investigation, and routine professional engagements running above the monthly budget. With both significant non-recurring items concluded, the YTD overage is not expected to grow materially from here. YTD Personnel & Benefits of $1,580,548 remains $88,383 favorable — a significant cumulative offset to other expense variances.

BOTTOM LINE

Operating income before debt service and depreciation was $48,531 for July, trailing budget by $23,608, primarily due to the revenue impact of the fuel tank outage. Year-to-date operating income of $640,348 is $62,938 below budget through ten months. Non-operating income for July was $356,418, which is $129,173 above budget, driven by $346,108 in Operating Grants received — $133,668 ahead of the monthly budget and the largest single-month grant receipt of the fiscal year. This reflects meaningful progress on capital project construction generating increased draw-down eligibility. Income before depreciation for July was $404,949, exceeding budget by $105,565. After depreciation of $410,471, net income for July was negative $5,522, compared to a budget of negative $133,950 — a favorable variance of $128,428 for the month. Year-to-date net income is negative $1,985,906, compared to a budget of positive $91,523. The full YTD variance remains attributable to grant draw-down timing and non-cash depreciation of $4,104,708; the growing monthly grant receipts are a positive trend toward closing the cumulative gap.

BALANCE SHEET

Total assets as of July 31, 2026 were $81,968,036 with a net position of $79,494,795. Cash and savings of $3,748,035 decreased from $3,891,810 at June 30, reflecting elevated capital project spending during the month. Grants Receivable increased significantly to $440,987 from $199,801 at June 30, reflecting new reimbursement requests submitted during the month that have not yet been received — a positive indicator of accelerating draw-down activity consistent with the strong July grant receipt. Accounts Payable increased to $234,819 from $197,748 in June. Net position of $79,494,795 declined modestly from $79,500,317 at June 30, consistent with the small net loss for the month, and compares to $81,597,823 at July 31, 2025.

CASH FLOW HIGHLIGHTS

July produced a net cash decrease of $145,884, driven by $201,727 in operating cash outflows and $14,056 in financing outflows, partially offset by $69,900 in net investing inflows. The investing inflows reflect depreciation add-backs of $410,471 substantially offset by $348,077 in active CIP project expenditures — the highest single-month capital spending of the fiscal year, concentrated in Eastside Infrastructure ($196,268) and Hawkeye View Lane Realignment ($143,508). Year-to-date, net cash has decreased by $1,233,074 from the October 1, 2025 opening balance of $4,981,109 to $3,748,035 at July 31. The elevated CIP activity is consistent with the growing Grants Receivable balance and the strong July grant receipt, confirming that project construction progress is driving increased draw-down eligibility.

KEY TAKEAWAYS

- Fuel Service Revenue of $28,282 reflects flowage fees only following the mid-June self-serve tank outage. A temporary tank is expected mid-September 2026; a permanent replacement is planned for mid-2027. This will continue to impact fuel revenue and COGS through at least mid-September.
- Atlantic Aviation flowage fee volumes did not increase as anticipated following the self-serve tank going offline — management may wish to revisit the arrangement with Atlantic for the interim period.
- Professional Services of $93,315 in July includes the final ADK Executive Director search payment of $15,858. June included approximately $73,000 for an internal investigation. With both non-recurring items concluded, Professional Services costs are expected to normalize going forward.
- Personnel & Benefits was $16,644 below budget in July; YTD favorable variance of $88,383 through ten months is a consistent and significant positive result.
- Grant receipts of $346,108 in July — the largest single-month receipt of the year — and Grants Receivable of $440,987 confirm accelerating capital project draw-down activity.
- Active CIP spending of $348,077 in July was the highest monthly total of the fiscal year, concentrated in Eastside Infrastructure and Hawkeye View Lane Realignment.
- Cash decreased to $3,748,035; the balance sheet remains healthy with total assets of $81,968,036 and a net position of $79,494,795.

ST. AUGUSTINE AIRPORT

St. Augustine St. Johns County Airport Authority
Comparative Income Statement (Unaudited)
For the Ten Months Ending July 31, 2026

	Current Month Actual	Current Month Budget	Budget Variance	Prior Year Month Actual	Current YTD Actual	Current YTD Budget	Budget Variance	Prior Year YTD Actual
Operating Revenues								
Fuel Service Revenue	$ 28,282	$ 99,415	$ (71,133)	$ 87,024	$ 933,850	$ 994,150	$ (60,300)	$ 1,000,509
Lease Revenue	366,958	363,270	3,687	341,870	3,614,681	3,606,101	8,580	3,450,847
Operating Agreements	30,568	26,494	4,074	25,635	275,269	264,940	10,329	264,081
Other Operating Revenue	3,404	2,917	487	5,181	29,813	29,167	646	31,529
Total Operating Revenues	429,212	492,096	(62,884)	459,709	4,853,613	4,894,358	(40,745)	4,746,966
Cost of Goods Sold								
Cost of Fuel	55	56,283	(56,228)	51,936	488,305	562,829	(74,524)	577,232
Total COGS	55	56,283	(56,228)	51,936	488,305	562,829	(74,524)	577,232
Gross Profit	429,156	435,813	(6,657)	407,773	4,365,308	4,331,530	33,779	4,169,734
Operating Expenses								
Personnel & Benefits	150,249	166,893	(16,644)	146,510	1,580,548	1,668,932	(88,383)	1,281,746
Professional Services	93,315	58,383	34,931	117,158	766,225	583,833	182,391	701,230
Airline Operations/Badging	987	250	737	145	4,162	2,500	1,662	2,597
Business Travel & Training	8,265	3,913	4,353	5,600	29,647	39,125	(9,478)	39,835
Technology	6,577	5,058	1,519	11,863	48,688	50,583	(1,895)	100,573
Utility Services	32,172	21,500	10,672	20,391	192,356	190,500	1,856	195,417
Insurance	37,163	38,685	(1,522)	27,917	372,631	386,854	(14,223)	323,546
Repairs & Maintenance	12,091	26,942	(14,850)	74,580	258,933	269,417	(10,484)	274,928
Promo, Dues & Memberships	1,547	1,708	(162)	2,534	17,913	17,083	829	14,863
Government Fees & Assessments	22,944	24,933	(1,990)	28,391	315,872	265,333	50,539	254,858
Office Expenses & Fees	1,909	2,575	(666)	4,547	28,210	25,750	2,460	52,572
Operating Expense	13,406	12,833	572	11,072	109,776	128,333	(18,557)	139,277
Contract/Temp Labor	-	-	-	-	-	-	-	114,204
Total Operating Expenses	380,625	363,674	16,951	450,706	3,724,960	3,628,244	96,716	3,495,648
Operating Inc before DS and Depr	48,531	72,139	(23,608)	(42,933)	640,348	703,286	(62,938)	674,086
Non Operating Income								
Operating Grants	346,108	212,440	133,668	-	1,359,953	3,573,521	(2,213,568)	1,351,200
Investment Income	10,280	14,775	(4,495)	14,763	118,231	147,750	(29,519)	148,028
Other Non Operating Income	30	30	-	173	270	300	(30)	46,030
Total Non Operating Income	356,418	227,245	129,173	14,937	1,478,454	3,721,571	(2,243,117)	1,545,258
Non Operating Expense	-	-	-	-	-	-	-	-
Total Non Operating Expense	-	-	-	-	-	-	-	-
Income Before Depreciation	$ 404,949	$ 299,384	$ 105,565	$ (27,996)	$ 2,118,802	$ 4,424,857	$ (2,306,055)	$ 2,219,344

St. Augustine St. Johns County Airport Authority
Balance Sheet
At July 31, 2026

	Jul 31, 26	Jun 30, 26	Jul 31, 25
Current Assets			
Checking/Savings	$ 3,748,035	$ 3,891,810	$ 4,984,144
Accounts Receivable	67,205	65,594	15,319
Grants Receivable	440,987	199,801	-
Inventory and Other Current Assets	1,866,932	1,843,203	1,867,473
Total Current Assets	6,123,159	6,000,409	6,866,936
Noncurrent Assets			
Deferred Outflow-Other	130,440	130,440	146,216
Capital Assets, net	74,854,452	74,910,887	76,224,497
Other Noncurrent Assets	859,986	873,451	589,304
Total Noncurrent Assets	75,844,877	75,914,777	76,960,017
Total Assets	81,968,036	81,915,186	83,826,952
Current Liabilities			
Accounts Payable	234,819	197,748	185,700
Credit Cards	286	3,471	8,666
Other Current Liabilities	358,242	319,700	219,035
Total Current Liabilities	593,347	520,918	413,401
Noncurrent Liabilities			
Deferred Inflow	465,255	465,255	527,400
Deferred Inflow - Leases	942,182	956,238	751,599
Net Pension Liability	472,458	472,458	536,729
Total Noncurrent Liabilities	1,879,895	1,893,951	1,815,728
Total Liabilities	2,473,241	2,414,869	2,229,129
Net Position	$ 79,494,795	$ 79,500,317	$ 81,597,823

St. Augustine St. Johns County Airport Authority

Statement of Cash Flows

July 2026 and YTD

Full name	July 2026	YTD
OPERATING ACTIVITIES		
Net Income	$ (5,521.88)	$ (1,985,906.26)
Adjustments to reconcile Net Income to Net Cash provided by operations:		
115-115 Accounts Receivable	(1,610.28)	(26,084.88)
115-120 Grants Receivable:Federal Grants - A/R	-	59,850.00
115-125 Grants Receivable:State Grants - A/R	(241,185.26)	(163,295.63)
Inventory Asset	55.35	(3,222.40)
155-155 Prepaid Items	(26,484.89)	27,277.18
190-003 ST Lease Receivable	591.47	6,197.45
Accounts Payable	72,428.24	(392,999.79)
223-223 Unearned Revenue	-	23,921.00
Total for Adjustments to reconcile Net Income to Net Cash provided by operations:	**(196,205.37)**	**(468,357.07)**
Net cash provided by operating activities	**(201,727.25)**	**(2,454,263.33)**
INVESTING ACTIVITIES		
Less Amortization/Depreciation	404,512.50	(860,299.53)
Construction in Progress	(348,077.45)	2,085,315.53
190-004 LT Lease Receivable	13,464.64	(251,077.29)
Net cash provided by investing activities	**69,899.69**	**973,938.71**
FINANCING ACTIVITIES		
240-240 Opening Balance Equity	-	2,370.82
290-110 Deferred Inflow - Leases	(14,056.11)	244,879.84
Net cash provided by financing activities	**(14,056.11)**	**247,250.66**
NET CASH INCREASE FOR PERIOD	**(145,883.67)**	**(1,233,073.96)**
Cash at beginning of period	**3,893,918.92**	**4,981,109.21**
CASH AT END OF PERIOD	**$ 3,748,035.25**	**$ 3,748,035.25**

ST. AUGUSTINE AIRPORT

St. Augustine Airport Authority
Construction Projects in Progress
Fiscal Year Ending 09/30/2026

Project Name	Primary Grant #	Project Description	Original Contract Amount	Total Contract Current Value including Changes	Net Actuals Paid to Date	Remaining to be Paid	Percentage Completed	Targeted Completion	Remarks
Land Acqisition - Hawkeye View Lane	438048-1 G2V47	Property Acquisition	$ 3,012,500	$ 3,012,500	$ 2,117,557	$ 894,943	70.29%	6/30/2027	Grant funds remaining $423,511 (80/20 split with FDOT)
Eastside Infrastructure - Job Growth Grant	G0143	Infrastructure supporting Hawkeye View Lane realignment	$ 4,892,795	$ 4,892,795	$ 263,197	$ 4,629,598	5.38%	12/31/2027	Initial design phase grant value $892,795. 30% Design benchmark reimbursement pending. 60% Design benchmark this week.
Self Serve Fuel Farm Improvements	438047-1 G2T25	Design & Construct Fuel Farm	$ 562,500	$ 562,500	$ 63,693	$ 498,807	11.32%	6/1/2027	Initial design plans 57% complete. Temp tank and electrical work expected mid September.
Access Rd US1 to Conference Center (Casa Cola)	435026-2 G3A74	Design & construct Access Rd from US 1 to Conference Center	$ 1,156,250	$ 1,156,250	$ 228,546	$ 927,705	19.77%	9/30/2027	Initial design phase - Stormwater Mgmt plan, grading and site/demolition plans are 73% complete
Taxiway F Extension	433126-5 G3A71	Extend Taxiway F past Casa Cola Rd	$ 1,250,000	$ 1,250,000	$ 43,596	$ 1,206,404	3.49%	9/30/2027	Extension approved to FY 27/28
Hawkeye View Lane Realignment	435026-3 G3L10	Design & Construct Realignment of Hawkeye View Lane	$ 5,000,000	$ 5,000,000	$ 353,582	$ 4,646,418	7.07%	9/30/2028	Initial design phase - Planning & Zoning hearing completed. Environmental Assessment at 53% complete; Design & bid phase 50% complete
Airfield Capacity Study	433126-7 G3B60	Study and analysis of the airfield capacity	$ 125,000	$ 125,000	$ 34,070	$ 90,930	27.26%	10/1/2027	Initial phase-ASV research details on capacity enhancement alternatives.

Actuals Paid totals as of 8/28/26


TITAN


TITAN
NO SMOKING
FLAMMABLE
AVGAS 100LL

Operations & Fuel Report

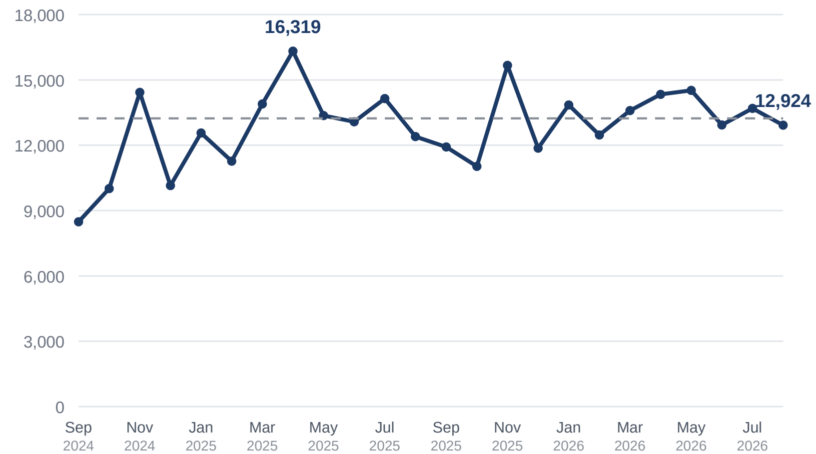
St. Augustine Airport | Regular Board Meeting, September 9, 2026 | **September 2025 – August 2026**

Self-serve 100LL remains out of service as of this meeting. July 2026 volume was 11 gallons and August was zero; the rental tank is scheduled to arrive September 10, 2026. *See page 2.*

ST. AUGUSTINE AIRPORT

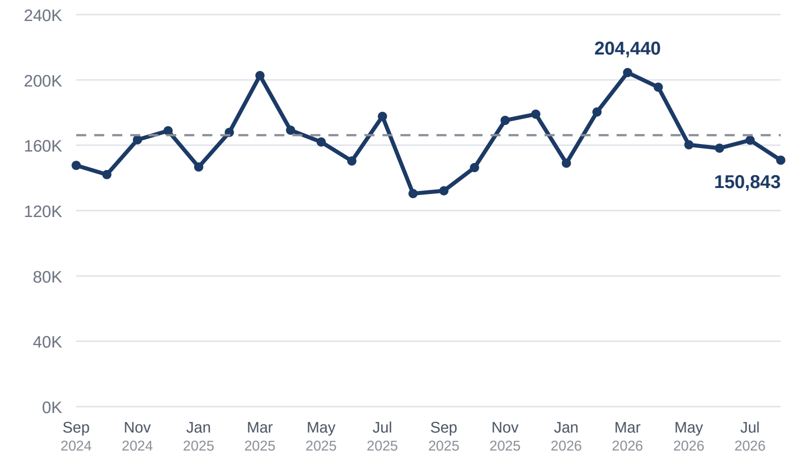
AIRCRAFT OPERATIONS	JET A	100LL — FULL SERVE	100LL — SELF SERVE	100LL — ALL CHANNELS
158,799	**1,994,400** gal	**126,857** gal	**122,958** gal	**249,815** gal
+5.8% vs. prior year	**+3.4% vs. prior year**	**+15.5% vs. prior year**	**-26.6% vs. prior year**	**-9.9% vs. prior year**
Prior year: 150,101	Prior year: 1,928,922 gal	Prior year: 109,792 gal	Prior year: 167,551 gal	Prior year: 277,343 gal

Monthly aircraft operations



Dashed line = period average (13,233/mo). The reporting period totals 158,799 operations, up +5.8% over the same twelve months a year earlier — an average of 435 per day.

Monthly Jet A volume



Dashed line = period average (166,200 gal/mo). March 2026 set the period high at 204,440 gallons; August 2026 ran 150,843 gallons against a three-year August average of 132,416.

What the data shows

- **Traffic continues to grow.**
  Operations total 158,799 for the period, up +5.8% over the same twelve months a year earlier — roughly 435 per day. Growth is broad rather than driven by a single month.
- **Jet A is the revenue engine and it is holding.**
  1,994,400 gallons for the period, up +3.4%. Jet A volume is roughly 16 times combined 100LL volume.
- **100LL demand did not disappear — it moved.**
  Full-serve 100LL is up +15.5% while self-serve is down -26.6%. The two lines must be read together.
- **Combined 100LL is down 9.9%.**
  All-channel 100LL totals 249,815 gallons versus 277,343 the prior twelve months — a real but far smaller decline than the self-serve line alone suggests.

The reporting period month by month

Sep 2025 – Aug 2026	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026	Period total
Aircraft operations	11,919	11,032	15,670	11,868	13,852	12,474	13,589	14,335	14,519	12,928	13,689	12,924	**158,799**
Jet A (gal)	132,136	146,315	175,198	179,012	149,042	180,318	204,440	195,537	160,226	158,235	163,098	150,843	**1,994,400**
100LL full serve (gal)	7,040	8,246	11,730	11,627	12,191	8,835	11,886	8,164	7,691	9,921	13,817	15,709	**126,857**
100LL self serve (gal)	11,236	11,091	13,082	10,466	12,505	11,619	14,205	18,646	13,063	7,034	11	0	**122,958**
100LL all channels (gal)	**18,276**	**19,337**	**24,812**	**22,093**	**24,696**	**20,454**	**26,091**	**26,810**	**20,754**	**16,955**	**13,828**	**15,709**	**249,815**

Source: Staff Operations & Fuel Sales workbook. The reporting period is September 2025 – August 2026, compared throughout against the same twelve months a year earlier (September 2024 – August 2025). Volumes are gallons pumped and exclude pricing and revenue.

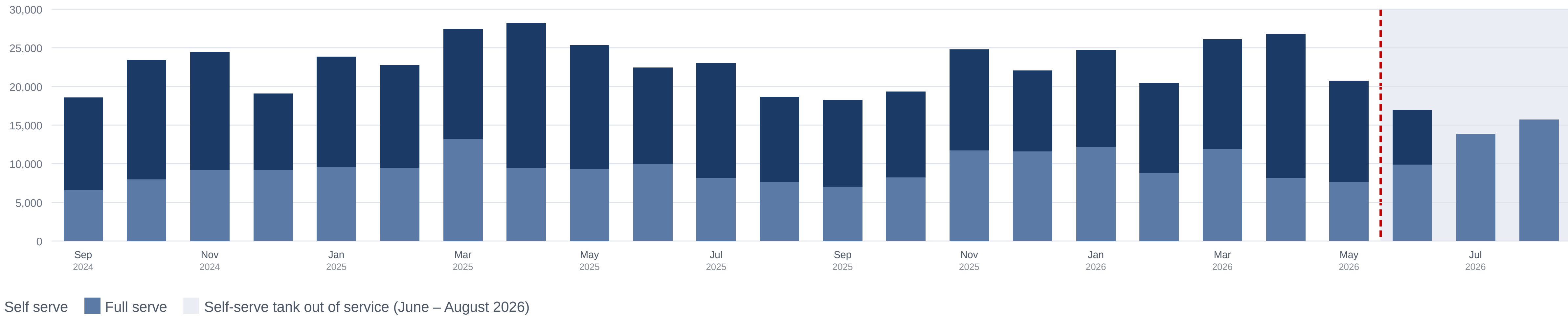
100LL Channel Shift & Self-Serve Outage

St. Augustine Airport | Regular Board Meeting, September 9, 2026 | **September 2024 – August 2026**

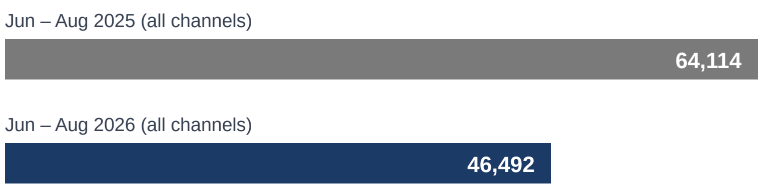
One self-serve tank was decommissioned in August 2025. The remaining tank was taken out of service following the June 2026 leak, ending self-serve dispensing in July 2026.

ST. AUGUSTINE AIRPORT

Monthly 100LL volume by channel



Where the gallons went (June – August)



44% of the self-serve volume lost over the three-month window was recaptured on the full-serve truck. Self serve fell 31,243 gallons; full serve rose 13,621 gallons. Net all-channel 100LL is down 17,622 gallons, or -27.5%.

Compares the same three calendar months on each side, so seasonality is held constant. June 2026 is a partial-outage month (7,034 gallons dispensed); July and August are full-outage months. Isolating those two full months, all-channel 100LL is down 12,126 gallons against the prior year, or about 6,063 gallons per month.

What the data shows

- **The self-serve line reads as a collapse; the 100LL business does not.**
  Self-serve fell from 13,063 gallons in May to 7,034 in June, 11 in July and zero in August. Over the same window full-serve 100LL rose to 13,817 and 15,709 gallons — the two highest full-serve months in the 24-month record.
- **Roughly half the volume is being retained.**
  A 44% recapture rate means the based and transient piston fleet is largely still fueling here, but at the full-serve price point and on the truck's schedule rather than self-serve's.
- **The other 56% is the exposure.**
  17,622 gallons over three months did not convert to full serve. That is the volume at risk of moving to another field the longer self-serve stays down, and restoring capacity is the direct remedy.
- **Throughput, not tank count, is the constraint on a normal month.**
  Only one aircraft fuels at a time given pump location and apron size. A second tank adds capacity and a resupply buffer — which is precisely what the current single-tank posture removed.

Twelve-month comparison

12 mo. ended Aug	Ops	Jet A	100LL full	100LL self	100LL all
2022–23	122,737	1,811,737	108,938	186,910	295,848
2023–24	131,446	1,903,263	100,708	204,965	305,673
2024–25	150,101	1,928,922	109,792	167,551	277,343
2025–26	**158,799**	**1,994,400**	**126,857**	**122,958**	**249,815**

For the Board. The Self-Serve Fuel Farm Improvements project (FDOT 438047-1, $562,500 programmed / $455K construction budget) was scheduled in June for a November 2026 award, a 30-week tank lead time and an October 2027 in-service date — assuming the east tank stayed in service throughout construction. The June failure removed that assumption. Each additional month without self-serve leaves roughly 6,063 gallons of 100LL unrecaptured. The rental tank arrives September 10, restoring interim dispensing; September will still post as a partial-outage month.

Source: Staff Operations & Fuel Sales workbook, updated through August 2026. Shaded area marks months with the self-serve tank out of service. Figures are gallons pumped and exclude pricing and revenue. Self-serve figures for July and August 2026 reflect a complete outage — no rental tank was on site during either month.

St. Johns County Airport Authority

Briefing Memorandum

To: Board of Directors
From: Courtney Pittman, Executive Director
Date: September 9, 2026
Subject: FDOT Statewide Airfield Pavement Management Program — August 20–21, 2026 Airfield Pavement Inspection

I. Purpose

This briefing informs the Board that St. Augustine Airport was inspected on August 20 and 21, 2026 under the Florida Department of Transportation Statewide Airfield Pavement Management Program. This is the first time the Authority has participated in the program. The inspection was completed as scheduled and at no cost to the Authority. Participation in this program is what preserves the Authority's eligibility to pursue grant funding for runway and other airfield pavement repairs. The resulting pavement evaluation report has not yet been furnished. This briefing describes the program, reports how the inspection was executed and its current status, explains what the forthcoming report will contain and how staff intends to use it, and notes one related contract matter with a near-term deadline. No action is requested at this time.

II. The Statewide Airfield Pavement Management Program

The Statewide Airfield Pavement Management Program (SAPMP) is administered by the FDOT Aviation Office pursuant to Section 332.006, Florida Statutes. The Department schedules pavement inspections at participating airports on approximately a three-year cycle. Approximately ninety-five public-use airports across the state participate. St. Augustine Airport enrolled for this cycle; the August 2026 inspection is the Authority's first under the program, and future inspections would follow the approximately three-year cycle.

Pavement condition is assessed using the Pavement Condition Index (PCI) methodology as defined by the FAA. Inspectors characterize deterioration by distress type, distress severity, and quantity of distress, recording the data in accordance with ASTM D5340. That data yields a PCI value on a scale of 0 to 100, where 100 represents pavement in new condition and 0 represents a failed pavement section. Because every participating airport is measured the same way, PCI provides a standardized and independent basis for comparing pavement condition across the state and over time.

The program is a condition assessment and planning tool provided to participating airports at no cost; it is funded jointly, ninety percent federal and ten percent state. The program does not itself fund construction and does not perform repairs. Its significance to the Authority is that it produces the documented condition record on which pavement funding requests depend, and it satisfies a federal grant obligation the Authority carries as a sponsor that has accepted federal pavement funding.

III. Inspection Execution and Status

The inspection was conducted over two days, August 20 and 21, 2026, within the limits shown on the attached Airfield Pavement Inspection Limits Exhibit — the runway system, the connecting taxiway system, the apron areas, and the east-side hangar taxilanes.

- Survey personnel performed visual pavement inspections throughout the airfield across both days. Airport Operations staff supported the effort on the movement and non-movement areas, producing higher than normal vehicle activity on the airfield.
- To allow the inspection team to complete the runway assessment without interruption, all runways were closed on Friday, August 21 from 7:00 a.m. to 11:00 a.m. Operational impact was therefore confined to a single four-hour morning window across the two-day effort.
- Staff notified airfield tenants and operators in advance of both the increased airfield activity and the runway closure, and invited coordination items ahead of the inspection.
- The pavement evaluation report has not been provided to the Authority as of the date of this memorandum.
- Staff therefore has no PCI values, no distress findings, and no cost figures to report. Any characterization of pavement condition offered in advance of the report would be speculative.
- Staff will transmit the report to the Board upon receipt, together with an assessment of what it means for the capital program.

IV. What the Report Will Contain

Participating airport sponsors receive an Individual Airport Pavement Evaluation Report. Based on the program's published scope, the Authority's report is expected to provide:

- Current functional pavement condition, expressed as PCI values by pavement section.
- Forecasted pavement condition, projecting PCI over a five-year horizon.
- Planning-level maintenance needs.
- Planning-level major rehabilitation and reconstruction needs, with associated cost estimates.

The Authority's data also feeds the District 2 Pavement Management Summary Report and the Statewide Airfield Pavement Management Program Summary Report. Those documents allow the FDOT Aviation Office and the FAA to monitor pavement infrastructure across the Florida airport system and to weigh needs among airports.

Because this is the Authority's first inspection under the program, the forthcoming report will establish the baseline condition record for this airfield rather than update an existing one. There is no prior SAPMP data set for St. Augustine Airport against which to measure change. Trend comparison will become available at the next inspection cycle; for now the value of the report lies in the baseline itself and in the five-year forecast built from it.

V. Significance to the Authority

- **Eligibility for pavement grant funding.** Participation in the statewide program is what preserves the Authority's eligibility to pursue grant funding for runway and other airfield pavement repairs. The evaluation report supplies the documented, independently produced condition basis — PCI values by pavement section and a five-year forecast — on which pavement maintenance, rehabilitation, and reconstruction funding requests rest. A request for runway repair funding unsupported by current inspection data lacks the condition justification the Department and the FAA expect.
- **Federal grant assurance compliance.** The statewide program supports airport sponsors in meeting Airport Improvement Program grant assurance requirements, specifically Grant Assurance 11, Pavement Preventive Maintenance. A sponsor that has accepted federal funding for pavement is obligated to maintain an effective airport pavement maintenance-management program. Participation in the SAPMP is how the Authority meets that obligation.
- **An independent basis for capital planning.** The evaluation report provides a third-party, standardized condition assessment of the airfield that staff has not commissioned and does not control. It carries weight in capital planning discussions that an internal assessment would not. Where the report identifies a section trending toward rehabilitation within the five-year forecast, that finding is directly useful in sequencing projects in the capital improvement program.
- **A baseline the Authority did not previously have.** Until now the airfield has had no standardized, independently produced pavement condition record of this kind. Enrolling in the program establishes that record, places the Authority's pavement needs in the District 2 and statewide summary reports for the first time, and makes those needs visible and comparable when the Department weighs pavement needs across the Florida airport system.
- **Visibility beyond the Authority.** Results are not confidential to the Authority. Summary condition information for participating airports is published by the Department and is publicly accessible. The Board should expect the findings, favorable or otherwise, to be visible to FDOT, the FAA, and the public.
- **No cost to the Authority.** The inspection is conducted under the statewide program, at the Department's expense and on the Department's schedule; the program is funded ninety percent

federal and ten percent state. The Authority incurs no cost for the inspection or for the resulting evaluation report. The Authority obtains the condition record supporting its pavement funding requests without expending capital or operating funds.

- **Staff training available.** Under Section 332.006(4), Florida Statutes, the Department offers an Airfield Pavement Inspection Training Course covering distress identification and PCI calculation. The course runs two days, comprising classroom and field instruction. Staff will evaluate whether enrolling airfield operations personnel would strengthen the Authority's internal ability to read and act on the report between inspection cycles.

VI. Related Matter — Statewide Airport Marking Program

Separately, FDOT administers the Statewide Airport Marking Program through Agreement BEA97 with Florida Airfield Maintenance, JV. That program is distinct from the pavement management program. It is not a funding source; it is a statewide contracting mechanism with pre-negotiated unit rates that allows an airport sponsor to obtain pavement marking condition assessments and pavement marking work without conducting its own procurement. It is noted here because the pavement evaluation report may identify surface conditions that bear on marking condition, and because the agreement carries a near-term deadline.

Item	Reference
FDOT Agreement No.	BEA97
Procurement No.	DOT-RFP-21-9019-CA
Vendor	Florida Airfield Maintenance, JV (Vendor No. F85-3518646-001)
Original Agreement	March 19, 2021
Modification No. 1 (Renewal No. 1)	Executed August 2, 2023 — renewal entered as 01/01/24 through 12/31/27
Modification No. 2 (Amendment No. 1)	Executed August 25, 2023 — corrects the renewal period to 01/01/24 through 12/31/2026
Applicable FDOT District	District 2, Northeast Florida (includes St. Johns County)

Modification No. 1, executed August 2, 2023, recorded the renewal period as running through December 31, 2027. Modification No. 2, executed twenty-three days later, states that the term on Modification No. 1 was entered incorrectly and corrects the renewal period to end December 31, 2026 — approximately sixteen weeks from the date of this meeting. The superseded 2027 date appears in a fully executed document and may be relied upon in error by anyone working from

St. Johns County Airport Authority

Modification No. 1 alone. Staff will confirm the operative expiration date and the availability of any further renewal with the FDOT Aviation Office.

Any marking work the Authority wishes to procure through this agreement would need an estimate, an approved encumbrance, and an issued Letter of Authorization before that date, with a work schedule submitted no less than thirty days prior to mobilization. The vendor also reserves the right to decline projects totaling less than $10,000, and no engineering or surveying is provided under the agreement — the Authority retains sole responsibility for establishing the reference points from which markings are laid out.

District 2 unit rates under the agreement are provided below for reference.

Item No.	Item Description	Unit	Unit Price
Part 1 — Airport Pavement Marking Condition Assessment Services			
CA-100-1-1	Condition Assessment of Markings — Commercial Service Airports	Per SF	$0.04
CA-100-1-2	Condition Assessment of Markings — General Aviation Airports	Per SF	$0.08
Part 2 — Airport Pavement Marking and Related Services (selected items)			
P-101-5-1	Rubber Removal	Per SF	$0.01
P-101-5-2	Cleaning of Existing Markings	Per SF	$0.15
P-101-5-3	Surface Preparation	Per SF	$0.01
P-101-5-4	Paint Removal (Grinding)	Per SF	$0.40
P-101-5-5	Paint Removal (Waterblasting)	Per SF	$1.35
P-620-1-1	Runway / Taxiway Painting — White	Per SF	$0.27
P-620-1-2	Runway / Taxiway Painting — Yellow	Per SF	$0.27
P-620-1-3	Runway / Taxiway Painting — Black	Per SF	$0.30
P-620-2-1	Reflective Media — Type I	Per SF	$0.50
P-620-2-2	Reflective Media — Type III	Per SF	$0.70
P-620-4-1	Surface Painted Signs — Waterborne	Per SF	$0.75

Item No.	Item Description	Unit	Unit Price
P-620-4-2	Surface Painted Signs — Preformed Thermoplastic	Per SF	$16.00
P-620-5-2	Nighttime Marking Work Required due to Airport Schedule	Per SF	$0.15
S-105-1-1	Mobilization (added to the Part 2 subtotal)	Percent	10.0000%

Note: These are contract unit rates. The extended amounts on the FDOT price proposal form are bid evaluation figures calculated against fixed weighting factors and do not represent project quantities or cost.

VII. Summary and Next Steps

The Authority's first airfield pavement inspection under the FDOT Statewide Airfield Pavement Management Program was conducted August 20 and 21, 2026, at no cost to the Authority and with operational impact limited to a single four-hour runway closure. The pavement evaluation report is pending. Participation preserves the Authority's eligibility to pursue grant funding for runway and other airfield pavement repairs and supports compliance with the federal pavement preventive maintenance grant assurance. Upon receipt of the report, staff will review the PCI values and five-year forecast, compare the findings against the current capital improvement program, and return to the Board with an assessment of whether any pavement section warrants reprioritization or should be advanced as a grant-funded project. Staff will separately confirm the operative expiration date of Agreement BEA97 with the FDOT Aviation Office. This briefing is provided for information; no action is requested.

Attachments: (1) FDOT Airfield Pavement Inspection Limits Exhibit — St. Augustine Airport (SGJ); (2) FDOT Statewide Airport Marking Program contract materials, Agreement BEA97, including Modifications 1 and 2 and Exhibits A, B, and C.

Project Status Update

September 9, 2026, Airport Authority Board Meeting

1. **East Side Development**
   a. 60% design reached in August.
   b. St. Johns County site development review permit application submitted.
   c. SJRWMD permit application submitted.
   d. Gun Club parcel (22.74 acres) Rezoning is now approved by the County and has been recorded.

2. **Self-Serve Fuel Farm**
   a. Bid #1 for Fuel System Equipment Procurement
      i. awarded to Fuel Tech
      ii. Fuel tank engineering shop drawings by Modern Welding (tank manufacturer) scheduled to be completed by 10/8.
      iii. Modern Welding estimates that tanks will be manufactured by May/June. Fuel Tech will need an additional 4-5 weeks to outfit the tanks prior to delivery to site.
   b. Bid #2 (installation and sitework)
      i. Bid advertisement scheduled to occur by September 11.
      ii. Bid opening is scheduled for October 13.

3. **Job Growth Grant**
   a. 60% design reached in August
   b. Some design delays due to City of St. Augustine not provided information as quickly as needed.

4. **Federal HUD - $9.65M**
   a. Follow up meeting scheduled with FAA for Sept. 10th. Goals of the meeting include:
      i. Review status of Environmental Assessment documentation, and projected review timeframe.
      ii. Agree whether an FY 2027 FAA grant using the $9.65 appropriated funds will be allowed. These funds would allow further development of East Side Areas A & B and South GA in 2027, vs. having to wait until FY 2028 to access the funding.
5. **Taxiway F Extension**
   a. Nothing new since last month.
   b. Design has been on hold. Need to resume design and start permitting to allow project to go to bidding and construction. Knowing answer on ability to use HUD funding in 2027 would be helpful for moving forward.
      i. Need FDOT grant extension (Sept 2027 expiration)

6. **Casa Cola Roadway Extension**
   a. Nothing new since last month.
   b. Design has been on hold. Need to resume design and start permitting to allow project to go to bidding and construction. Knowing answer on ability to use HUD funding in 2027 would be helpful for moving forward.
      i. Need FDOT grant extension (Sept 2027 expiration)

7. **Airfield Capacity Enhancement Study**

- **a.** Nothing new since last month.
- **b.** Alternatives for capacity enhancement within existing airfield area east of US 1
  - i. Extend RW 6-24
  - ii. Extend Taxiway A to full length parallel TW to RW 13-31
    1. Alternate – Extend TW A south to Seaplane Ramp
  - iii. Shift South end of TW B to allow displaced threshold to be removed including EMAS and runup apron.
  - iv. Convert RW 2-20 to a taxiway.
  - v. New RW west of US-1
- **c.** Workshop Oct. 14 to discuss Alternatives
  - i. Construction and mitigation ROM costs, implementation timeline

8. Runway 13 RSA Improvements – Design

- **a.** FAA Design only grant executed. Passero design executed in July.
- **b.** FDOT grant still needs to be executed.